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**THE IMPACT OF THE CHANGING NATURE OF WORK AND
EMPLOYMENT ON NON-PROFIT ORGANISATION
MANAGEMENT IN THE FIELD OF SPORT IN ESTONIA AND
THE UNITED KINGDOM**

Master thesis

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I have written the Master's thesis independently. All articles and major viewpoints of other authors, data from other sources of literature and elsewhere used for writing this paper have been referenced.

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ABSTRACT

The modern forms of employment and working are becoming more and more important topics, both globally and within the European Union (hereby the EU), as well as locally and at the organisational level. The nature of work is changing by establishing new forms of work and working. Among them are for example flexible organisational structures, new business model practices through social entrepreneurship, freelance working, engagement of short term volunteers, and using modern technology including ICT-tools in different activities.

The non-profits (hereby NPOs) are today an emerging field, where we can see new forms of employment and working practices arising. For example, distance working or working more in a project-based manner. Another area that is growingly on the agenda is the field of sports and physical activity, where in the EU countries there is more cooperation and positive impact expected from this field on the society. But the elaborating changes in the labour market pose challenges for the sports clubs and national governing bodies that have to embrace the changes and benefit from the latter to help the field become more advanced.

To analyse the impact of different trends, including the labour market trends, on the sports club management, the present research is focusing on sport clubs in Estonia and the United Kingdom (hereby UK). There are several differences, similarities and complementarities between the sports clubs of these countries which are discussed in the latter parts of the dissertation.

The purpose of the research is to find out how the modern trends, especially of employment and work, are affecting the sports clubs in the United Kingdom and Estonia. Resulting from the literature and contemporary sport clubs market experiences, the following two research questions are set up for the dissertation to answer:

- (1) How NPOs have so far coping with the changing nature of work and employment in the field of sport in Estonia and the UK?
- (2) How can sport club managers in Estonia and the UK better use modern trends of work and employment to improve their club performance, both in quality and in quantity?

The research will identify the main challenges for NPOs in the field of sport in the three main NGO management areas: influence from the external environment, labour force management and usage of technology. Then the recommendations for the sports clubs is given to enhance their club performance in quality and quantity. In addition to recommendations, the model for sports club improvement is proposed.

In answering to these research questions, a proper literature review is composed, expert interviews carried out in the UK and Estonia, and sport club case-studies are composed. The research is presenting theoretical framework of the dynamic capabilities theory, open system theory and open innovation theory. This is followed by the theoretical framework explaining the modern employment and labour market trends, NGO management principles together with related challenges and opportunities, and the contemporary role of sports clubs in EU, Estonia and the UK. The description of methodology, analysis of the empirical data and synthesis of the results is provided.

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LIST OF ABBREVIATIONS

DC Theory of Dynamic Capabilities

EU European Union

ICT Information and communication technologies

LBTC Leighton Buzzard Triathlon Club

NGB National Governing Bodies

NPO Non-profit Organizations

SCP Sport and Country Partnerships

TVOC Thames Valley Orienteering Club

UK United Kingdom

VSC Volunteer Sports Club

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INTRODUCTION

The current research is about non-profit organisation management in the field of sport in Estonia and the UK. It is analysing how the changing nature of work and employment, as well as other trends such as technological change, are affecting and could affect the sport NPOs.

The labour market of Europe is becoming more affected by globalisation, technical progress and change in labour force distribution. The nature of employment has changed and is continuously changing. For example, the amount of jobs that an average person has nowadays, has increased tremendously. This means that more and more traditional nine-to-five jobs are disappearing and/or changing, as well as working only for one employer is becoming less mainstream over time (Doyle, 2017). At the same time, more and more people are working as freelancers – a quarter in the European Union and one third in the US (EFIP, 2016). These people are becoming self-employed entrepreneurs, and this trend is increasing in time.

At the same time, these new forms of employment are posing challenges to different countries and the society in general. One of the areas affected is the non-profit (NPO) sector, where the emergence of modern trends such as freelance work, short term-voluntarism, diminishing public finances and new technologies are creating both different challenges and interesting opportunities, which are arising by applying new and creative business models to the NPO sector.

These are the main trends that are selected for the current research to analyse their impact on NPO management in the UK and Estonia. The focus of the research is to analyse the NPOs in the field of sport. Sport is playing a vital role in European societies, helping people to improve their health and well-being and with that they also have a strong socio-economic impact as well. NPOs are playing an essential role in shaping the future of the sports field overall. They are engaging people from all age groups and with different social backgrounds. In addition to physical activity promotion, they are also helping people to be more engaged with their communities. There are approximately 700 000 sports clubs in the EU (Breuer et.al, 2017). And about 13% of people of EU participate in physical activities through the sports clubs (European Commission, 2014). These numbers show that, not only the sporty people, but a vast number of others are engaged

in the sports clubs' activities in Europe. Therefore, sport clubs, which tend to be relatively small in Europe (with 240 members on average), have big social responsibility to be innovative, more influential and modern in everything what they do.

Since sport, in the context of the EU, is a gradually evolving theme, it is important to look how sports clubs are dealing with the changing nature of employment issues. For the research, two countries are chosen: Estonia and the UK. These countries are distinctive when it comes to the size of the sports sector and number of volunteers engaged in the activities. In the UK volunteering traditions are longer than in Estonia, they have longer NPO management traditions and therefore it is interesting to look how the situation in both countries with sport NPOs differs. According to the knowledge of the author, literature lacks evidence of how well and to what extent the sports area NPOs are utilising modern trends in the labour market and employment.

Derived from the purpose of this research, the following research questions were set up:

- (1) How NPOs have so far coping with the changing nature of work and employment in the field of sport in Estonia and the UK?
- (2) How can sport club managers in Estonia and the UK better use modern trends of work and employment to improve their club performance, both in quality and in quantity?

This research is conducted by using two different qualitative methods to answer these questions. Firstly, for a better understanding of the field and to know the overall problems related to the sports NPOs, the semi-structural interviews with the field experts from the UK and Estonia are conducted. After that we analyse the impact of these trends on the sports NPOs by conducting case studies in the UK and Estonia. For collecting the information about the cases, interviews with the sports club leaders or active club members are held. For the questionnaires' development and for analysing the results, the theoretical framework described and built in the literature review part of the research, is used.

The research is divided into the following chapters:

- The main theoretical framework is presented, to use it in further research, analysing the suitable cases: Dynamic Capabilities theory, System theory and Open Innovation theory.

- Explaining main research dimensions: an overview of the changing context of NPO management.
- Methodology of the research: expert interviews and sport club case studies.
- Analysis and synthesis of the results of the expert interviews and the case studies. explanation of the main findings in the light of research questions.

1 A Theoretical Framework for Describing the NGO Management Theories

The European Centre for not-profit law defines the NPOs as “organisations, legal or natural persons, legal arrangements or other types of body that ‘engage in the raising and/or disbursing funds for charitable, religious, cultural, educational, social or fraternal purposes, or for the carrying out of other types of good works.” (ECNL, 2005).

NPOs are the organisations which are institutionally separate from the state, are self-governing, do not earn profit. These organisations exist to develop communities, meet their needs and work for the public good rather than individuals. They exist to provide services locally amongst the specific group and only few focus to provide service to members as well. The actions which they deal with are varying and range from sporting opportunities to the medical services. (Hoye et. al, 2015: 34).

In the landscape where non-profits exist, the different definitions are used to describe the overall civil society, which is why it has turned into a difficult social concept. German Sociologist Ulrich Beck has said that “The most precise statement one can make about civil society is that it is an extraordinarily vague idea” (Beck, 2001). Among the various dimensions of this concept, one thing has it has in common is that the organisations included to this concept do not distribute profits to individual owners in the form of dividends or use this profit to enhance the wealth of owners (Worth, 2009). Another definition is relating the civil society to the definition of NPO, as it is the “arena, outside of the family, the state, and the market where people associate to advance common interests” (Heinrich, 2007). Yet another definition amongst NPOs, NGOs and Civil Society is the Civil Society Organisations. These organisations are more focused on the active participation in politics. When it comes to the term NGO, it refers more to the non-governmental organisation which means that the organisational activity takes place in the international level as well. The World Bank definition of NGOs is that it is a “private organisation that pursues activities to relieve suffering, promote the interest of the poor, protect the environment, provide basic social services or undertake community development” (World Bank, 1995). This could be for example the Global Sports Alliance or International Sport and Culture Association. But in the context of the present research

the term NPO is most suitable to use, because this definition is most common in the field of sports.

NPOs are the essential part of society especially for the communities and for the government. For the latter, the NPOs have grown to be close with the policymakers, who use NPOs for supporting local life development or to implement a nationwide project. Because of that, the essence of non-profit sector has gradually risen both economically and socially (Anheier, 2008). NPOs are now a part of the wider civil society and welfare systems of modern societies and form a set of institutions that are at the same time private, voluntary and for public bent (Anheier, 2003).

There are significant differences between the types of NPOs. When comparing the organisations, it is hard to treat theoretically and managerially large and small-scale NPOs the same way. Therefore, it is important to have different classifications when analysing different NPOs. One of the type of NPOs is the member-serving associations, who are mainly focused on their members' welfare. The NPOs missions may be broad and vague as well as the reasons, why the members are involved. In that sense the members of the organisations are the creators of this type of NPOs, which make the board accountable to members. Organisational structure here is more informal, but decision-making procedures are directly democratic. Participation at this type of organisations is voluntary. The associations are funded by membership fees and in some cases by the outside resources (e.g. sports clubs relying on facilities that the municipality provided to them). The outside resources financing may lead to the resource insufficiency issues, where the NPO has difficulties to find new revenue sources. In order to reduce the resource dependency, it is essential to find diversified funding-resources and reduce the amount of external control. (Toepler and Anheier, n.d.).

Another type of NPOs are with the public benefit purposes. Their intention is to serve the society and act in the interests of society serving higher social purpose. Often these organisations are charities and serve the interests on public good. They use their resources to improve their services further. In the context of this research, the NPOs that are investigated are all selected as member serving, which the sports clubs usually are.

The non-profit management literature has grown in the past few decades and this research field is becoming more popular in time. It has evolved in time and gets influenced from

various sectors. In the context of this research more like the Dynamic Capabilities (Hereby DC) theory, which is originated from economic sector is into this research. Among others is the contingency theory by which organisations are systems which consist of interrelated parts and the focus is on the importance of environmental factors. (Leadership central, 25.03.2018). The theory focus is pointed on the different tasks and the variations of the stability of the environment in which they act, but in the light of this research the answer is needed of how the NPOs would surpass different task fluctuations. Therefore, we can see that the theory could help to explain the environmental fluctuations in certain situations, but it is not transferable to all situations the NPOs may encounter.

Another theory which is relevant is the resource dependency theory. The Pfeffer and Salanciks (1978) theory is emphasizing the importance of external control over organizations. In that essence, organisations have environmental constraints by the external control through the resources of organisations. Resource dependency can occur in various forms, e.g. making rules that regulate the resources, controlling information about the resources, providing financial resources. Resource dependency is the theory where the emphasis is strongly put on the environmental influences.

When it comes to fitting this theory into the research, the theory can help to identify, what are the external controls in case of the Estonian and UK sports clubs. Resource theory is important to bear in mind, because resources are for NPOs important part. But since this research is implementing the amongst others Dynamic Capabilities (DC) theory, which uses resource dimension to explain the organisational change. "It is a firm's process that uses resources-specifically the processes to integrate, reconfigure, gain and release resources to match or create market chance (Eisenhardt and Martin, 2000)." Regarding this research, it is sufficient to use only DC theory because it encompasses the resources dimension compared to resource dependency theory.

In the following sections, the system theory, open innovation and DC are brought out as a theoretical tool which will frame the empirical analysis and disucssion of findings.

1.1 Systems Theory as a framework for open innovation

According to this theory, organisations are in rational, natural or open systems. Organisations with rational systems are created purposefully-their organisation formal rules or structures are structured to follow the NPO's goals. The closed systems are acting as self-sufficient and not affected by the external environment (Worth, 2009). The examples of these systems we can see probably most clearly among foundations.

The natural system's view sees organisations as collectives or individual participants who are pursuing their own goals. The goal which unites people may change over time and could not be that precise. The routines to join or leave the organisations are not that strict.

Organisations with open systems are not closed from the external forces. NPOs are rather closely connected and dependent on their external environments. The open boundaries between the organization and its environments make more difficult to pursue common goals, since the attachment requires considering the external factors and therefore resetting of goals. Daniel Katz and Robert Kahn are the scholars who presented this theory in 1966. When it comes to examples of this approach, then the most NPOs are representing the open system's theory, since they will involve in their activities mostly volunteers.

The system's theory is in the light of this research a fascinating theory to bear in mind, but it is not the best theory to use, when studying how the NPOs can overcome external challenges (new forms of employment) they have. The system theory is focusing on the openness of the organisation to the external influences, but it does not seek further to analyse how they can overcome the obstacles which the external environment brings to them.

In the light of the system's theory, another theory which is related to the organisational openness is the open innovation theory. Open Innovation is "the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation, respectively." (Henry Chesbrough, 2011). This means that in the case of NPOs the innovation is happening, when the organisations take something they see from external environment and take in into their environment to produce them substantial profit. They can use it to make their "foundation proposals, special events,

online campaigns, and other fundraising efforts more successful” (Lisak, 2014). One example of the open innovation is through the mass participation campaigns that some of the NPOs will organize. The RLNI organized a campaign H2O only, where they asked people to only drink water for 10 days, in order to save marine creatures’ lives at the sea (Kurin, 30.06.2016). Similar campaigns we are seeing all the time and the emphasis is put on rather social campaigns organized by the NPOs.

1.2 Theory of Dynamic Capabilities and relation with the research topic

To put together the empirical and theoretical part, the theoretical framework of the Dynamic Capabilities (DC) is used. This concept was defined by David Teece, Gary Pisano and Amy Shuen in their research paper in 1997. The purpose of this concept is to see “the firm’s ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments” (Teece, Pisano, and Shuen, 1997). DC is defined as the antecedent organizational and strategic routines, by which managers shed and acquire the resources, integrate them and recombine to generate new value-creating strategies (Grant, 1996; Teece and Pisano, 1994). They are drivers behind the evolution of the firms to gain competitive advantage (Henderson and Cockburn, 1994; Teece et al., 1997).

In this theoretical framework, the three dynamic capabilities, which are necessary for an organisation to meet the new challenges are proposed:

- firstly, the ability of employees to learn quickly and to build new strategic assets;
- secondly, the integration of these new strategic assets (included capability, technology and customer feedback) into company processes;
- thirdly, the transformation or reuse of the existing assets, which have aged.

The authors refer, that in order to develop corporate competitiveness, these three parts need to be implemented to the organisation’s development. (Teece, Pisano and Shuen, 1997). The concept is not only popular amongst strategic management related area, but also in business administration field (Barreto, 2010).

This theory is used to look, how the sport NPOs are using their assets to cope with the requirement of emerging social entrepreneurship, modern ICT-tools, freelance work

(changing nature of work). Another aspect, which this theory is trying to explain is how the sports clubs can take advantage of the changing environment (changing nature of work) in order to have a more effective organisation. And finally, it investigates of how the organisations reuse the existing qualities which they already have and therefore improve their organisation. A DC theory is different, because it puts an emphasise to the organizational processes instead of focusing on resources (Teece et al., 1997). Where resources are depicted as a static stock, the DCs are meant to be as a flow that affects resources (Romme et al., 2010; Barney, 1991; Peteraf, 1993; Wernerfelt, 1984). Its focus is on competences and firm performance, with an emphasis on dynamics (Easterby-Smith, Lyles, and Peteraf, 2009). This gives an important advantage to this theory. It differs from the resource-based view, which is compared to DC static and equilibrium-based model (e.g. Simon, Hitt and Ireland, 2007; Teece, 2007). The essence of the DC theory is that the DCs are responses to the need for change or new opportunities (Easterby-Smith, Lyles, and Peteraf, 2009). The new opportunities can take many forms, for example transformation of organizational processes, allocations of resources and operations (Easterby-Smith, Lyles, and Peteraf, 2009). The utilization of resources is essential part of this theory. Here the resources can include human capital, technological capital, knowledge-based capital, tangible-asset-based capital and so on (Easterby-Smith, Lyles, and Peteraf, 2009).

In the context of this research, the DC resource components are looked at more closely. But the DC do not remain the same all the time. They can be improved over time, but when looked at another aspect, they can remain at unchanged level (Easterby-Smith, Lyles, and Peteraf, 2009). DC are often unique and idiosyncratic processes which are derived from the histories of the firms (Teece et al., 1997). At the same time, the DC are associated with the effective processes across the firm, which arise because the firm needs to deal with the organizational, interpersonal and technical challenges in their given capability (Eisenhardt and Martin, 2000). That means that the organisations have to deal with the new situations to create new, situation specific knowledge. Which means they have to get engaged in the situation to learn from it quickly and therefore compensate the limited or existing knowledge through rapidly creating new knowledge about the current situation (Eisenhardt and Martin, 2000).

From all the theories related to the topic of the present thesis (non-profit management, strategic planning), this theory is the most helpful, in terms of finding suitable answers to the research question proposed. The dynamic capabilities' view is being increasingly used in the management literature since the proposed framework by Teece, Pisano, & Shuen (Barreto, 2010).

DC is most popular, when doing researches about private sector companies, but less in the NGO management area. After publishing the framework, many implications have been there to develop this theory further (for example Eisenhardt & Martin (2000), Teece (2000), Zollo & Winter (2002), Winter (2003), Zahra, Sapienza, & Davidsson (2006), Helfat et al. (2007), Teece (2007). There are several improvements of the theory, which the authors have made after the theory they established in 1997. In their 1997 theory the emphasize is in for a link between the dynamic capabilities and competitive advantage, by saying: we refer to this ability to achieve new forms of competitive advantage as dynamic capabilities', they come close to suggesting a one-to-one correspondence between these concepts (Teece, Pisano and Shuen, 1997, p. 515). In 2000 Teece redefined the theory and the dynamic capabilities were defined as "the ability to sense and then seize opportunities quickly and proficiently" (Teece, 2000). In the year 2007 the DC theory was developed into broader aspects of NGO management. The author explained that the concept for environments means the openness to international markets, systemic technical change, well developed global markets for goods and services. According to Teece (2007) "Dynamic capabilities can be disaggregated into the capacity (a) to sense and shape opportunities and threats, (b) to seize opportunities, and (c) to maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets." (Teece, 2007). Another issue, which he argues is that the DC are "the foundation of enterprise-level competitive advantage in regimes of rapid (technological) change" (Teece, 2007, p. 1341).

DC is a theory, where there are numerous developments of the theory and to bring other dimensions on it. For example, Barney (1991) specified four conditions for firms to have a competitive advantage (valuable, rare, inimitable, non-substitutable). Derived from Barney's implication, further theories have also taken an example from the 1991 work (Eisenhardt and Martin, 2000; Griffith and Harvey, 2001; Teece, 2007; Barreto, 2010).

Other scholars like Zollo and Winter (2002) argue that a dynamic capability is learnable and a pattern of activity and say that dynamic capabilities are derived from learning which is a systematic method of modifying company's functioning (Mohamud and Sarpong, 2016). Easterby-Smith and Prieto (2008) see that both in the DC and knowledge management we can see the learning process as a common theme. Bingham et al. (2015) have developed a framework, which they will describe as „concurrent learning “. DC Eisenhardt and Martin (2000) define the DC theory as a process whose nature varies as the correlation to the market dynamism and forming simple rules in rapidly changing environments (Eisenhardt and Sull, 2001; Eisenhardt, 1989). They continue by asserting that the DC theory represent best practices and show the equality in the competitive economy (Eisenhardt and Martin, 2000).

Strategic management literature previously focused (Henderson and Cockburn, 1994; Teece et al., 1997) about how the firm would gain the competitive position in relation to other firms (Lopez, 2005). But now they are focusing on the organisation inside processes, which assess the organisation's own capabilities, where the external factors are included (Muller and Turner, 2010; Priem and Butler, 2001).

The DC theory has aroused a significant debate around the purpose of the theory. When we look at the researches, where the DC theory is used, we can see that it has been used using both qualitative and quantitative methods. Three notable papers in this field are qualitative and built on case studies (Narayanan, Colwell and Douglas, 2009; Zahra et. al, 2006; Bruni and Verona, 2009). From these case studies we can see that it provides the detailed description of the processes that are involved, the role of management and interaction with the environment (Easterby-Smith, Lyles, and Peteraf, 2009). The common characteristics in this field remains, which is that DC is higher-level capabilities and provide opportunities for knowledge gathering and sharing and updating the firm's operational processes in order to take advantage of the external influences and gain competitive advance (Easterby-Smith, Lyles, and Peteraf, 2009).

To conclude, the dynamic capabilities can be in various forms and the studies are in several fields, while its empirical data offers divergent functions e.g. marketing development, product development or company process development. These numerous

developments of the theories are showing that there are various interpretations in the field and this research is one of the contributions to the interpretation of the DC theory.

1.3 Dynamic Capabilities theory in non-profit management

The theory of the DC has been increasingly popular among the business theories. But this theory has been less known in the non-profit management literature. In the literature it has had its own speciality. In the strategic management literature, the capabilities and competences are dealt with synonymously (Barreto, 2010). But Teece et al. (1997) defined the competencies that make the business investigated different from other firms. DC theory not only believes that its purpose is to achieve competitive advantage, but it only can be achieved if the collection of routines, skills and assets are difficult to recreate (Teece et al., 1997). The Teece et al (1997) proposal of the DC highlight the link between the existence of DC and the presence of rapidly changing environments (Barreto, 2010).

When all these new improvements of the framework are looked in the light of integrating into this research, the most suitable theory is still the main Teece, Pisano and Shuen 1997 framework. The initial framework distinguishes from others because it focuses on rapidly changing environments as the relevant context for dynamic capabilities (Barreto, 2010). In order the organisation to be successful, understanding the DC theory is necessary. Especially when it comes to dealing with demanding and constantly changing environments, such as the changing employment and sports field (Mexia Arraya & Porf rio, 2017).

For implicating this theory, the financial performance as an indicator of organisation sustainability is not directly measurable in sports NGOs since they are not profit oriented. NPOs have multiple goals (community, memberships, competitions, sustainability, visibility, popularity of a sport discipline etc.) compared to the private sector where mainly growth of revenue, profit and market-share is measured. Secondly, their long-term success depends on how well they will use DC to transform their capabilities derived from human resource management into their organisational development and turn it profitable to gain more resources in being more competitive in the field of sports. (Mexia Arraya & Porf rio, 2017).

The sports field is becoming more significant covering its social, economic and political fields (Adcroft and TecKman, 2009). Since the sports field is getting bigger, the theories from other spheres are becoming also more relevant. For example, Kahn (2000) has said that when it comes to economic theories, the sports competitions are the environment, where to explain these theories. But still the sports environment competition is different from other markets (Soriano, 2011). When it comes to sports NGOs, the elimination of competition will remove the industries' results and competitiveness of fans (Mexia Arraya & Porf  rio, 2017). The sports NGOs not only have to exist, but also, they have to be better than their rivals (Berri and Schmidt, 2006), which causes further development of the sports field.

In the future research it is needed to explain this theory in order to see, where the concept is not only suitable but also less useful (Barreto, 2010). This information helps to avoid the situation where the literature of this theory will be so broad that it starts to lose its practical value and initial purpose (Barreto, 2010). This theory has advanced considerably and has brought the implications to the NGO management as well after establishing this theory. This theory remains to be connected more with the management field (e.g. Barreto) and economic field of research (e.g. Teece et. al) and even in the sports field (e.g. Mexia Arraya & Porf  rio). Even the creators of DC said that "there could hardly be a more ambitious research agenda in the social sciences today" than the one encapsulated within the dynamic capabilities approach (Teece et al, 1997, pp. 530). Subsequently, this literature has generated a remarkably rich but often disconnected body of research, pointing in disparate directions (Teece et al., 1997).

1.4 Critics of the Dynamic Capabilities theory

The debates about DC have focused on the nature of DC and the definition of this term and concerns about the effects and consequences of this theory (Easterby-Smith, Lyles, and Peteraf, 2009). The topic has got attention from different scholars from various fields. The interest of various scholars has led to the numerous development, testing and applying the dynamic capabilities theory successfully (Easterby-Smith, Lyles, and Peteraf, 2009). But this progress, which has been like this due to the combination of various interests, has also drawn critics. In the next sections the main criticism about the DC theory is presented.

Various scholars have expressed their uncertainty about the effects of the dynamic capabilities. These have emerged because the explanation of the theory and its implications are producing rather different understandings of the theory. At first, when this theory evolved, there was a deficiency, as for example Winter (1995, p.149) noticed that “it leaves room for pragmatic adjustment as unfamiliar problems are addressed”. Also, the scholars have not given full attention to the capabilities development due to the focus on attention. Others argue, that in the case of relatively new construct that is trying to frame the complex phenomena, it is expected (Helfat and Peteraf, 2009). Especially when the researchers are beginning from constructing a theory (Ambrosini and Bowman, 2009). That shows that it is important to emphasize the importance of future research on this topic.

But the more time passes by, the evolvement of different views will suppress the evolvement and implication of DC theory. It means that it requires more mutual understanding, because the empirical work might be misinterpreted and with dubious worth without proper theoretical construct (Easterby-Smith, Lyles, and Peteraf, 2009). The emergence of Teece, Winter and other relevant authors' theory et 2007 has tried to clarify the issues raised by making the definitions more precise. The DC is here as the “capacity of an organization to purposefully create, extend, or modify its resources” (Helfat et al., 2007, p. 4). By defining this theory, it offers scholars some room for implications but is as precise to make room for further implications (Easterby-Smith, Lyles, and Peteraf, 2009). It corresponds to the original Teece, Pisano and Shuen's (1997) view that the DC is enabling a firm to respond to environmental changes and it is including the Eisenhardt and Martin's (2000) broader notion that they can also be the source of disruptive change. But it leaves options for scholars to bring or address organizational changes unrelated to the environmental change (Easterby-Smith, Lyles, and Peteraf, 2009).

The richness and diversity of this theory has led to rich, but complex body of research, which has led the dispute to different directions. The reason behind it could be that the theory is dynamical, and the approach is still relatively young. The main debates are focusing on two main concerns – market advantage and firm performance (Easterby-Smith, Lyles, and Peteraf, 2009). For example, some researchers take the company's performance as a relevant outcome, others see processes or organizational outcomes

instead. In the context of NPOs, the firm's performance has been seen through tangible and intangible assets and capabilities, for example the facilities owned, skills of the personnel (Easterby-Smith, Lyles and Peteraf, 2009). Some have taken the DC as several factors and others have decided those to be the same factors when comparing companies. Some scholars have focused their attention on the existence of DC and at the same time others attempted to uncover the development and maintenance of DC. Some authors have suggested using the DC theory in case of the rapidly changing environments and others have also considered to use it in more stable external context. (Barreto, 2010). But more serious critics have come across the following theory. For example, Williamson (1999) brought out that the concept is tautologically linked to success and the fundamental constructs are not properly operationalized. Kraatz and Zajac (2001: 653) thought about DC that "while the concept of dynamic capabilities is appealing, it is a rather vague and elusive one which has thus far proven largely resistant to observation and measurement." The main criticism regarding this theory is that it is too vague and abstract (Kraatz and Zajac, 2001; Winter, 2003; Danneels, 2008). But several authors have made contributions to offer a new definition (Helfat et al., 2007) or suggestions for developing DC theory further (e.g., Menguc & Auh, 2006; Moliterno & Wiersema, 2007; Pablo, Reay, Dewald, & Casebeer, 2007; Schreyögg & Kliesch-Eberl, 2007).

So, a mutual understanding about the research topic is required before further research steps. It is necessary to ensure that scholars have proper assumptions, variables and relationships. (Barreto, 2010).

On the other hand, Barreto (2010) has pointed out that it is possible to change without DC (e.g. by *force majeure* from the environment). That leads to the assumption that organisations have to deal all the time with the problems which they are not prepared for and pushed into mode, where quick resolvents of the situations are essential (Barreto, 2010).

The critics of the DC is concentrating on the issue of the vagueness of the DC theory definition. In order to reduce this risk, the following DC theory definition is used in the empirical part: "The firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments" (Teece, Pisano, and Shuen,

1997). DC theory is taken into usage to avoid vagueness at the implicationat the description of the results.

2 Changing Context for NGO Management in the Field of Sport

With the change in the labour market, also new forms of employment are increasing, which means that the popular one-to-one relationship between an employer and employees is transformed to the unconventional work patterns and places to work (Eurofound, 2015). The most popular examples of modern labour market trends are social enterprises, ICT-based mobile work and freelance work (Eurofound, (2015), Bersin et al. (2017)). And because of this trend the skills that are essential for being successful in the labour market have changed. Now, the non-cognitive skills such as achievement motivation, perseverance, problem-solving, resilience, self-control, team-work and the ability to socialise are becoming more important (The World Bank, 2014). In parallel to paid jobs and activities, people do also voluntary work in different NPOs. However, the nature of volunteering has also changed – from long-term commitment to one organisation to so-called shorttermism, where short-term volunteers are moving from one project to another, while organisations need people to engage in the form of long-term commitment (European Commission, 2011; Graff, 2001). This situation has evolved due to the reason that people see the short-term commitment as getting experience which could be similar to their job expectancies. That means they will commit to one organisation shorter than a year and after that they will move forward to another organisation. With sport events, for example, the cycle is even shorter – from a week or two in case of a World Championships-type of major event to just a half a day in case of a casual city run for example. These changes have evolved gradually since the beginning of the 2000s (Graff, 2001).

It is important to see the role of volunteers as a sustainable part of the system in the whole EU (Hoye et, al, 2015 127: 48). The sports clubs are usually run by volunteers (Gumulka, Barr, Lasby, & Brownlee, 2005; Lamprecht, Fischer, & Stamm, 2011). And the trend is moving towards the direction that more and more individuals are starting to participate in the events (Wicker and Hallman, 2013). But nevertheless, volunteers make a substantial contribution to the sector. The value of hours volunteers spent in sport clubs is €420 million in Flanders, Belgium (Vos et al., 2012), CHF 2 billion in Switzerland (Lamprecht et al., 2011) and €6.7 billion in Germany (Breuer & Wicker, 2011). The problem with the volunteers is shortage of core volunteers. (Wicker and Hallman, 2013). This indicates that

the core volunteers are usually overloaded with work and the persons who are interested enough can do multiple things at the same time, which can lead to the problem of being overly dependent on the sport sector volunteers.

Another challenge which the sports clubs are facing in relation to engage more sports volunteers into their activities is connected with the overall phenomenon. People are getting more and more different options of how to spend their leisure time. In addition to that, more different sports competitions are held. Therefore, sports NPOs face the need to compete for people's time, money and enthusiasm to make sports volunteering attractive rather than just participating in the sports competitions (Harris; Mori; Collins, 2009). And they need to consider the essence of the nature of the society. So the sports NPOs have to balance between taking advantage of the mentioned challenge as much as possible.

When it comes to managing the human resources, the NPOs have an opportunity to leverage changes in the labour market to engage more active and part-time people, both professionals and the young, to their activities which could overall improve the NPO's performance, increase the physical activity of people, and therefore, the importance of the NPOs in the society. But in order to use these opportunities, NPOs have to use strategic thinking. Recent studies have shown that application of the strategic management with emphasis on human resource management has a positive effect on volunteer satisfaction in the NPOs which could be for them a difficult and crucial task at the same time (Mazi, 2015).

Another dimension, that is important to bear in mind in the context of this research is the importance of the European Union in the sport sector. The sport sector in Europe is continuously changing and evolving since the European Governments started to work more closely in this field (Methodological Centre for Vocational Education and Training, 2008) and therefore the new research which is contributing to this field is essential. Sport has a strategic importance for the EU's public sector. The main reason is behind the funding of the field, where subsidies for sports clubs are essential parts of national, regional or local level sports policies (Houlihan, 2005).

In the area of sport, the EU has done a lot. The commission adopted the white paper on Sport, whose main goal is to make sure that in all EU policies the field of sport is reflected (European Commission, 2007)

“The main objectives of the white paper were to:

- set strategic guidelines;
- encourage debate on specific problems;
- give sport a higher profile in the EU decision-making process;
- highlight the needs and specific characteristics of the sector;
- identify the appropriate level of government for future action.” (European Commission, 2007).

These are the goals, in which the sports policy of EU is working on. Among the white paper, other documents for EU are important for EU countries to engage and cooperate in the field. Such as the European Union Work Plan for Sport (2014-2017) and The Communication on Developing the European Dimension in Sport.

When it comes to researching labour market trends among the sports clubs, then there is a lack of previous research in this field. Some research is covering dynamic capabilities and sports clubs (Mexia Arraya & Porfukrio, 2017), some research is investigating employment trends (Eurofound, 2015) among the sports clubs (Methodological Centre for Vocational Education and Training, 2008). But, according to the knowledge of the author, there is no research which is combining the modern employment trends with case study method using dynamic capabilities theory in the sport field. This research contributes to this field and fills the gap.

In the context of this research, there are three principles among numerous NPO management principles which are studied more carefully. These are human resource management, volunteering, using new technologies and taking into account the external environment. (Mazi, 2015; O’Toole, 2014). In the following sections, these principles are explained more broadly, but firstly the social enterprises form is discussed.

2.1 Changes in the environment

The NPOs in the field of sport have numerous factors that could affect their performance. One of these is the influence from the environment in which the NPO exists. In the case of NPOs in the field of sport, the environmental influence is especially relevant to their

functioning. The environmental influence can be both external and internal. External influencers can be for example the actions of suppliers, service providers, customers, sponsors, stakeholders, government regulatory agencies, general changes in the economy or in the field of politics (Hoye et. al, 2015: 129). As the internal environment influencers, we can see in the structure of the organization, staff, volunteers, internal communication. The people who work in the sports clubs shape the environment of the NPOs and the organisation itself contributes to the sport field development (Hoye et. al, 2015: 127). And when we are talking about the external environment, we can see how the change of economy gap shape the club's future and the change is spilling over to the internal environment as well (Wicker, Hallman, 2013). For example, the result of decreased funding could lead to the changes in the organization structure, number of workers or variety of communication channels. There can be other examples from it e.g. government policy changes affect staffing (Hoye et, al, 2015 127), popularity of the field affects the number of club members (Nicols et. al, 2016). Here the leaders also have a significant role to play in who can have an impact on the amount of the influence the environments offer to the sports clubs. They can reduce or amplify the external and internal influence with their strategic thinking and readiness to adapt to the changes in the environment (Harris, Houlihan, 2014).

Sports clubs are diversified. They have several functions, structures, resources, values and ideologies and they offer variety of participation opportunities people to be engaged in the field (Hoye et. al, 2015, 39-40). Often the sports clubs are involved with adults or juniors, both amateur or professionals and operate with minimum conditions. This makes them very reliable for the external environment and even the slight change in the external environment can have an effect on the sports clubs.

Compared to the other sectors, the NPOs in the sports field are relatively unique, because they engage both volunteers and the paid staff, which means they need to have a suitable structure, which allows these groups communicate effectively and work closely together (Hoye et. al, 2015: 129). This is another example of the factors which affect the NPOs internal environment. Finally, the sports sector has the linkages of other organisations also strong and these are affecting the internal environment of NPOs (Hoye et. al, 2015: 130). For example, the cooperation between the clubs to held together a joint event, or local clubs joining forces to organize a big national event. When organizing the event, the

NPOs have to consider other clubs' internal resources and at the same time other NPOs leadership, management or staff is at the same time the external influence as well. This requires the organisation structure to be open minded and make these connections possible. This may even extend to establishing job posts for the people, who have contacts with other clubs (Hoye et. al, 2015: 130). In other words, the people who are dealing with the external relations.

2.2 Challenges for human resource management

The working forms of NPOs are not as clear as it can be for private companies. The people, who work at the NPOs can be paid or unpaid or represent some other kind of mixed form of working. The employees of NPOs can have various roles and different payment methods. For example, unpaid or paid board members, voluntary or paid CEOs or in the case of sports clubs voluntary or paid trainers. But when looking at NPOs, the differentiation between paid and unpaid workers is one of the ways to make distinctions in the structure or employment profile (Anheier, 2005:214).

Paid working is defined as full time or open-ended contract between an employer and an employee, the working hours are regulated, wages or salary is settled, and the person has a job contract, social securities, and sometimes fringe benefits from the employer. When it comes to the part time job or unpaid working, then at least one of these characteristics is not evident. Part-time work is usually more popular among NPOs than in public sector or profit sector (Anheier, 2005: 217). But, in the country sphere, some differences may occur. There may be different forms and versions of a typical work assignment. Over the times, there has been increasing rise of awareness, when it comes to atypical or non-standard forms of working (Anheier, 2005: 217). But, since the development of technology is more advanced, the rules and the norms from countries' social welfare systems are lagging. For example, the freelancers who are not getting any constant health insurance and are in the eyes of a nation or for a bank some periods unemployed. Another issue what the EU member states must solve together is the difficulties of posted working with the legal system of the countries (Delivet, 2017). New forms of working include temporary work, part-time working, job creation, related training schemes, second and multiple jobs, combining employment and self-employment, sheltered employment and many other forms. These are the forms, which the system's flexibility has to consider.

Another trend, which is popular is the multiple job trend, which is increasingly common in the UK (Anheier, 2005: 217). The indications show that the people who have subsidiary job, their main job is in the non-profit sector (Almond and Kendall 2000a: 217–18). This includes difficult career patterns and social security (Anheier, 2005: 219).

Another important trend scholars have noticed counterbalanced to the multiple jobs is the usage of more professional workers, who can be workers with the job contract or inclusion of freelancers. In this area the government support to the sports club is having an influential role (Hoye et. al, 2015: 126; Houlihan, 2005).

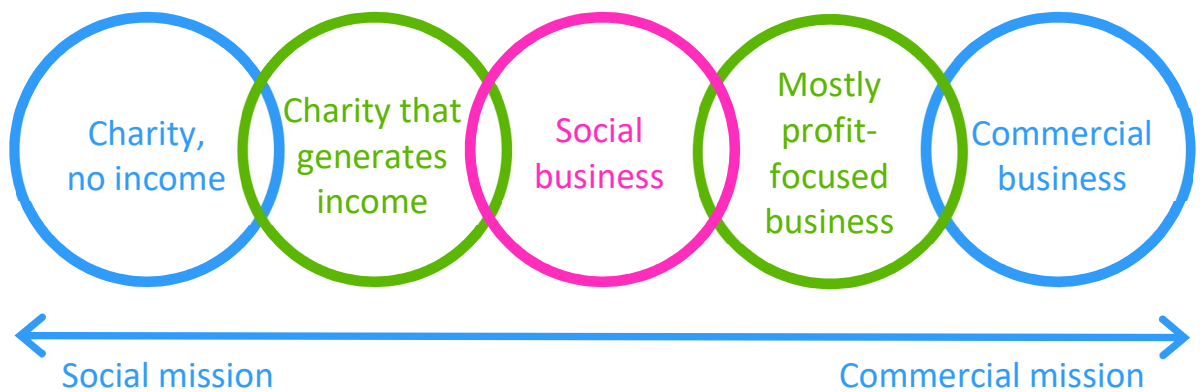
The Human Resource Management is of a central feature of organisation's planning system, which ideally includes other key management tools, such as strategic planning, fiscal planning or managing organisational culture and structure. This is a continuous process and it is part of the organization's cycle. But when it comes to the non-profit sports organizations, it can contain a range of strategies and goals and set of rules. The HRM of NPOs of sport can be difficult, because the NPOs may have a strategic look in the future or they may act based on their daily activities (Hoye et. al, 2015: 142)

In many sports organisations the variety of financing the organisation is different. Many sports organisations are with paid staff, where the board is voluntary. But there is variety of examples, where the entire organisation is voluntary as well as the board. Or the board members are active daily and therefore there are paid workers, whereas others are volunteers. These structures may be compared to the public and private sector more challengeable to NPOs in the context of human resource management (Hoye et. al, 2015: 143). The challenge of making a distinction between the volunteers and paid staff comes with it. Due to the reason that sport is often a community event, it requires not only the paid staff, but the volunteers to maintain the services and helping to organize the events (Hoye et. al, 2015: 143).

Another external influence, that can change the development of NPOs, is social enterprises, which are creative mix of charitable work and business principles. In today's NPO field, one of the trends that is arising among the non-profit sector is emergence of social enterprises. Nowadays, the European scholars think, that the distribution of organisations to profit and non-profit oriented is too narrow and new forms of institutions such as social enterprises should be included (Salamon, 2016). This is an "organization

that applies business-like structures and practices to produce social, as opposed to private, returns” (Bielefeld, 2006). They are the new emerging form of making a business and adding it a social purpose, which takes the society forward. Therefore, they mix the characteristics of different values and practices from both ends of the sectors (non-profit and profit) to produce new hybrid organizational forms (Battilana and Dorado, 2010; Hasenfeld and Gidron, 2005).

Graph 1. Social Business



Source: European Commission, 2012.

This graph is illustrating of where in the sphere of organisations social business is setting. We can see that it is affecting specially NGOs, who are surrounded in the sphere of social businesses. The NGOs can therefore use their potential to create an income for themselves, as well as to grow and/or scale their activities. It is common that social enterprises have multiple revenue streams. In a way, it will reduce a risk of being more resource dependent on some specific major funding source. This can take away the pressure from local community or stakeholder. But the questions for the most of NPOs remains the same – do they have a business model that allows income generation, and do they have enough capability – knowledge, skills, business mind-set etc. – to become a social business. The examples of social enterprises can be found in several fields: i.e. local development, personal social services or training and integrating unemployed or people with disabilities (European Commission, 08.04.2018). We can see that it is a new emerging trend including various fields and it could be applied also to the field of sport and/or sport clubs’ management.

2.3 Volunteering in non-profit organisations

We can find many explanations for the definition of the term “volunteering”. The definition defines a line between the paid and unpaid working. Voluntariness is defined by Yaman (2005) as using a person’s own knowledge, time, ability, experience and resources along the goals of a civil society organization with his own free will. However, in our society, the ones who work in civil society organizations are perceived as volunteers. Working voluntarily is one of the basic elements for sustainability of civil society organizations. But in some cases, there can be exceptions for doing unpaid work, when volunteers receive rewards for their work and, it may be monetary. For example, reimbursement of related expenses, and receiving in-kind compensation e.g. t-shirts, clothes, transport and accommodation compensation, thank you packages with something from the event’s partners. Therefore, we can see some overlapping between the voluntary and paid working. There voluntary work could have different definitions and voluntary work may vary across countries. It could be related also to the country’s development. For example, in the UK the volunteering is closely related to the voluntary sector, which is separated from public and private sector. This kind of role has its roots from the Lockean concepts, where the voluntary sector is a self-organizing society, outside from the state and businesses. “Civil society and voluntary action also resonate in the thinking of Scottish enlightenment philosophy yet find their most eloquent expression in the work of Alexis de Tocqueville’s *Democracy in America*” (Anheier et. al, 2003).

In other EU countries the volunteering can be different, because it emphasizes the communal service for the public good rather than social inclusion and democracy. The closest example to communal service provision to public good can be found in Germany. Volunteering can take place in formal types of organisations, but as well outside the organizations. The latter is described as informal volunteering, which means that people give certain amount of time without working in or through the formal organization. It means that volunteering can take place in social groups or in the form of ad hoc e.g. for the community fairs or sports events. Or on the other cases volunteering can take place in formal institutions such as hospitals, community clubs or schools.

When it comes to volunteer management, it is important for the NPOS to understand the general background of the volunteers and their needs (Mazi, 2015). It is reported that the

performance of NPOs depends on the commitment, satisfaction and productivity of their volunteers (Mazi, 2015). Sports clubs depend on people in separate roles, to perform their activities, e.g. organizing matches, helping with car parking, fundraising, managing representatives (Hoye et. al, 2015: 143). And when it comes to volunteering in the sports clubs, the people who are helping are usually family members or friends or working colleagues of the member of the team (Hoye et. al, 2015: 143). Therefore, the understanding of volunteers is essential for NPOs in the field of sport to actively engage them in the future (Wicker, Hallman, 2013).

Another point revealed by Worth (2009) among management factors is managing employees. The management committee/board of an NPO needs to understand the distinction between paid employees and volunteers, and to ensure the best possible practice in their recruitment and management of both groups. Whether an organization is run solely by volunteers or paid staff (or combination of both), the management board is responsible for ensuring that systems and structures provide effective management and support. Accordingly, it helps to contribute to the organization's overall effectiveness and its ability to achieve determined objectives. (Mazi, 2015).

Working with a volunteer staff increases the number of stakeholders and extends the area of activity, establishes new contacts and develops abilities of personnel. Volunteers are helpful in the positions that the club is not having enough finance to hire personnel for the club. This is the reason for civil society organizations prefer working with volunteers. (Mazi, 2015).

Individuals make their decision for being a volunteer based on their cost/reward judgment. If reward is greater than cost, then volunteers are satisfied, they would be willing to volunteer for future events of the organization. (Mazi, 2015). This is the principle that NPOs have to consider, developing principles for recognising the volunteers.

2.4 Sports clubs and technology

The general challenge for sports clubs over Europe is to lower the number of workers and to increase the productivity at the same time (Hoye et. al, 2015: 129). This means that the sports clubs need to think new ways to cope with their daily activities. For this, the usage

of technology can be helpful. It can help in the fields of communication, data management and analysis (Hoye et. al, 2015: 129). But that brings another challenge to the organisations who have the problems with attracting new people to their activities. That means that the sports clubs need to have the readiness to be more open towards the usage of new technology. This may require making the organization structure more flexible (Hoye et. al, 2015: 129).

Over the years, non-governmental organisations have had to cope with many changes. With the rise of new technologies, the NPOs have opportunity to leverage their potential, to reach stakeholders, provide more aid to the target group.

Each new set of technologies brought with it similar challenges and opportunities. For example, the rise of television and mass communication brought with it the chance to send an NPOs message in front of households all across the nation quickly, bringing a hitherto unprecedented level of awareness to a large-scale NPOs mission (O'Toole, 21.11.2014). However, technological innovations have been useful to the NPOs. Not just about the influence they can share to improve the potential of growth at NPO but also spreading a message to potential clients and stakeholders.

The technology has an impact on organizational structure too. The routine tasks require high level centralized decision-making (Robbins et al., 2010) and the decision of non-routine tasks is made at the level, where the exact people are working (Hoye et. al, 2015: 127). Regarding the sports NPOs the increased use of information a communication technology requires additional staff such as video technicians, network programmers. This means they replace people who used to do the tasks manually (Hoye et. al, 2015: 127).

But in example Wicker and Hallman (2013) argue that the usage of technology in daily operations makes the sports NPOs less dependent on the people who work from them. But the usage of technology can influence the volunteers. Depending on the skills of the volunteer and the amount of technology used, the influence can be both positive or negative. (Wicker and Hallman, 2013).

For example, the time measuring system helps volunteer to perform their activities more effectively. When it used to be that the volunteers were engaged into the time taking

system, their role now is to watch over the system, which means they have the possibility to be engaged to the various tasks at the same time. But the findings of Hoeber and Hoeber (2012) show that the board members of sports NPOs have a limited understanding of technology. For example, the volunteer who is not used to manage database or statistics using computer software could feel the task overload (Wicker and Hallman, 2013) or lose her interest. That means the task complexity can be a challenge for volunteers working with new technologies and programs (Sharpe, 2006).

When it comes to the sports clubs, the technological application renewal is also important. These technological tools are the instruments which are best to take into use for better organization and networking management facilitation (e.g. Slack, Scoro, Avtivecollab). These innovative technologies change the essence of work and the management easier of sports NPOs and are helpful in for example leading a project.

And there are available also various kinds of sport club management software, e.g. the Sportlyzer, Goalline, Sportlomo, Sportsengine and many more for managing sports clubs and to watch the sports NPOs members activities and to coordinate their activities. These softwares are helpful in the context of sports club management and developing further the customer-based approach towards members.

We can see that there are available numerous applications to ease the training process. Here we can see for example the Endomondo, Strava, applications, which the sports clubs can take advantage of to improve their training process and accomplish training goals.

And finally, there are available the software for specifically designed for the different fields of sport. For example, HY-TEK for swimmers and Track and Field, MoMap for orienteering, Coach Logic for analysing football videos. These are the field specific developments which are helpful for the certain segment of sport clubs. But often these technological developments are essential part for easing the work of sports clubs.

One of them is the introducing of ICT-based mobile work. New forms information and communication technologies (ICT) have revolutionized the everyday working environment and therefore created the environment for new working trends. One of them is the ICT-based mobile work, which means that the worker is doing work from various locations, for example at home, at a client's premises or on the road using the modern

technologies such as laptop and tablet computers (ILO, 2017). This allows the worker to be more flexible in working abroad or have another job at the same time.

These innovative technologies are bringing opportunities and challenges to working lives and can improve the work-life balance. People can arrange the time to when they work and don't have to spend time on commuting. The research is showing that high use of ICT is associated with higher levels of working autonomy, but it may bring higher level of work intensity (ILO, 2017). But at the same time the people need to be constantly available and this is connected with the higher level of stress. When the time goes by, the working regulations have to consider the trends emerged and need to reflect these trends in the social benefits in order to cope with the new reality (ILO, 2017). This means initiative from the government to be more up to date with the current trends and their possible impact to country's social sphere.

When it comes to the research of ICT usage in the non-profits, then we can see research focusing on implementing ICT- tools to the NPOs (Burt and Taylor, 1997; Williams, 1999; McInerney, 2012). But little is known about what which ICTs are shaping and being reshaped by NPOs. Are the modern ICT measures providing more effective development, professional staff and volunteers, which leads to the improvement in quality of service (Burt & Taylor, 2003). Researchers Burt and Taylor (2003) did a case study research among the two voluntary organisations in UK and found out that the organisations „are using advanced ICTs to deliver enhanced campaigning and more effective user services. “(Burt & Taylor, 2003). In their case study research, they emphasized the importance of further research of this field. Further research in this field is necessary, because the ICT-tools are becoming more advanced in time and this could be helpful to the organizations to know more about the possible impact to them. This research is adding some new findings in the field of usage of ICT tools in NPOs.

Since people use more technology, the questions regarding the privacy of our data has appeared. This might cause concerns with the innovation and usage of technology. The regulation which covers the whole EU in various fields is the new General Data Protection Regulation, which comes into effect at the 25th of May in 2018. This regulation is setting up the rules for using the personal data in organisation's management. The organisation has the responsibility to give a clear explanation of why you are collecting the person's

data and if it is safely stored (Club & Coach, 2018). This is concerning whole range of NPOs and sports clubs are not untouched in this issue. The data for the sports clubs is one of the primary assets for maintaining growth, which is why it is needed to look into this theme more carefully and invest into the successful data protection of the club (Arthur Cox, 2018). This allows the club to be continuously reliable to their members.

3 Methodology and Research Design

Theoretical framework and research questions are investigating the NGOs capability to cope with the existing external environment assets and are looking, how sport club managers in Estonia and the UK can better use modern trends of work and employment. The best way to research this question is through the qualitative research method. This research is conducted by combining different qualitative research methods.

Firstly, for the better understanding of the leading trends and suitable cases to analyse, the author conducted five semi-structural interviews with experts from Estonia and UK. The role of the experts in this research is to help to see the context and connections between the new forms of working and the sports NGO management. Experts are also helpful with visioning the future developments in this field and emphasizing the weak spots of the sports NGO management. Interview guides for expert interviews can be found in Annex 1.

After the expert interviews the case study method is used to provide more in-depth data and look more thoroughly the reasons behind the research question. The selection of the cases will be based on the expert interviews and the variations of the expert thoughts. To provide more different cases and to broaden the research scope, all in all 6 different cases will be analysed (3 from the UK and 3 from Estonia). The collection of the data for describing the case study will be collected by the interviews with the heads of sports clubs or leading members of the club and by referring to their organisational fundamental documents. Then the case studies will be analysed through comparisons and constructing a narrative around it which is derived from the research questions and theoretical framework.

The purpose of the constructing the cases and presenting it in perspective of two different countries is to see, of how in different environments the changes in the labour market are accepted. The chosen countries are distinguished from each other, when it comes to volunteering and also the sports sector development. When it comes to sports volunteering, it is averagely in Estonia less popular than in UK and Europe. Therefore, one of the gains that the current research brings is comparing these country's volunteering traditions through the sports clubs which will bring new knowledge into the field of study.

In the following sections the overview of the in-depth expert interviews is provided. After that the countries and the sports sector context is explained followed by the explanation of the case study method in the context of this research.

3.1 In-depth expert interviews and a survey

For finding out the expert views about how the sports NGOs are so far adjusted to the changing nature of work and employment, the in-depth interviews combined with a brief survey have been used. In-depth interview is the best way to discover the understandings of a group and the sample should share critical similarities related to research question (DiCicco-Bloom & Crabtree, 2006). This method is useful because it seeks to maximise the depth and richness of the data to provide best answers to the research questions (DiCicco-Bloom & Crabtree, 2006). Another advantage, which in-depth interview will give is that this method will help to collect much more specific information than what is available through other data collection methods, e.g. surveys (Yin, 2009). These advantages will provide the best possible way to collect data.

When selecting the interview participants, the purposeful sampling is used. That means, the interviewees are selected purposefully to yield the interview purpose to be “information rich” (Patton, 2001). The purposeful sampling method means that when selecting the cases, the cases are identified and selected by “being especially knowledgeable about or experienced with a phenomenon of interest” (Cresswell & Plano Clark, 2011). This selecting method also applies in the case of this research.

Experts are selected based on the principle that they will see as broad picture of the sports area as possible. All the experts who participated in this research, are daily involved in the sports sector and are dealing with the sports clubs in general. For example, the expert Tõnis Saag, who is daily related with various sports clubs from over 60 countries, through the organization of Sportlyzer, which is a sports management software. In the following table in addition to the title description of the expert, the fields of sports that experts are more familiar with is added (see Table 2). The purpose of this column is to show that these experts have in addition to the overall experience, more narrow experience in the fields of sports as well. The answers of the experts are not describing the narrow segment of sports, instead in relation with their broad experience, their answers are more generalising the overall sports club field.

Table 1. Experts involved in interviews.

Name	Experience in the sport field (years)	Title	Connection with the field of sports
Tarvi Pürn	15	Undersecretary for Sport, Ministry of Culture of Estonia	Basketball, Volleyball, Golf
Reeda Tuula	10	Recreational management lecturer, University of Tallinn	Cross-country skiing, running, winter sports
Tõnis Saag	22	CEO and founder of Sportlyzer	Karate, Football
Neil Emberton	20	Sport Wales Senior Officer. Sport Wales	Football, running
Simon Toole	12	Coaching Consultant at Sport Northern Ireland	Field Hockey

Source: Compiled by the author.

The interviews with the experts that were conducted took approximately an hour and the following topics were discussed: taking into account the external environment, main difficulties and threats for the sports clubs when not considering in their activities the future labour market trends. Teambuilding and management - challenges of the recruitment and management of personnel to the sports clubs, threat to the classical sports club model. And finally, with the experts the usage of technology was discussed. The main difficulties and challenges for sports clubs to implement recent technologies. Interview questions can be found in Appendix No. 1. The interviews were conducted via skype (Simon Toole, Neil Emberton, Tõnis Saag) and others were conducted through meeting those persons in real life (Tarvi Pürn, Reeda Tuula). The list of expert interviews can be found in appendix 4. All the interviews were recorded and afterwards transcribed using otranscribe tool for transcribing.

The experts' experience who were chosen to this research was impressive varying from 10 years to 22 years. Also, the sports fields, they were engaged with, varied and the sports

fields were different for all the experts. Among others there were sports like karate, cross-country skiing, football, volleyball, field hockey and golf. Their experience with other countries was also wide. In Estonia, the experts were mostly familiar with neighbouring countries and some other European Countries (France, Belgium, Netherlands, Germany). Among the experts from the UK, their experience covered the countries with the similar institutional background e.g. New Zealand, Canada, Australia or neighbouring countries such as Ireland.

A structured questionnaire for experts consisting of four questions with up to three sub-questions from several factors was conducted (external changes in environment, changes at the labour market, technological development). Five-level scale is used to conclude the experts' opinions about the future trends of employment that could affect the sports NGOs. The answers vary from "strongly disagree" to "strongly agree". The instrument is included in the Appendix No. 2 The purpose of this questionnaire was to see of how the experts would evaluate the future trends of employment in NGOs.

3.2 Selection of the cases from Estonia and UK

Table 2. Comparison of sport indicators in Estonia and UK.

	UK	Estonia
Employment in sport per 100 000 person	659 persons	426 persons
Attending live sport events at least once in the 12 months, % of the population.	34%	28%
Participation rate in the sport and outdoor activities	14%	15,8%
Percentage of volunteers in sport sector	5,1% of the population	19% of the Praxis, 2013 research sample
Financing of the sport sector	3.1 billion pounds (2016/2017)	153 millions (2016)
Main responsible body	Ministry of Sport and Tourism	Ministry of Culture

Source: Eurostat Sport Statistics, 2018; Eurostat, 2010; Praxis, 2013; Sport England, 2017; Statista, 2017.

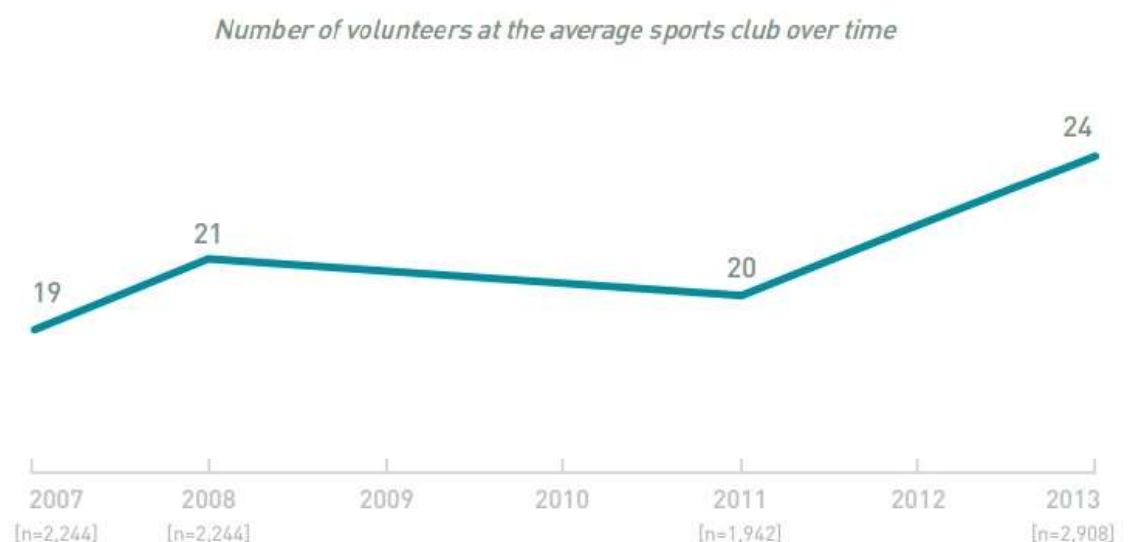
Characteristics of UK sports sector

The UK sports sector is relatively huge containing over 100 000 sports clubs which are mainly run by volunteers and with over 8 million members (Taylor et al., 2003).

The issues concerning UK sector have remained at large the same in time but on the other hand a lot of work has been completed. From 1997 onwards—when sport was called upon to help deliver the cross-cutting issues of regeneration, better health, safer and more cohesive and inclusive communities, and lifelong learning—encouraging volunteers, both youth and adult, became an end to help sport and also to increase social capital and active citizenship (Coalter 2007; Harris; Mori; Collins, 2009, pp. 408).

The UK system is special from other European sports clubs except France because it has smaller, singlesport clubs and is a contrast to the large multisport club system found in Germany (Harris; Mori; Collins, 2009). This makes the sport field in the UK more fragmented and with different layers. That is because every country's sport system is quite different and there are established different bodies governing the field. There are four main governing bodies covering the sports field: Sport of England, Sport of Wales, Sport of Scotland, Sport of Northern Ireland. The Sports clubs are mainly in two forms-they either are non-profit organisations or business orientated clubs. In the popular fields such as football, where roughly 2.6 million people in England play football on a monthly basis (Statista, 2017), the field is large and constitutes both the clubs from big leagues (business oriented) (Cuskelly et al., 2006; Sport England, 2016, James, 2008) and those who are playing in lower leagues (non-profit oriented) and who have also an impact on the community (Taylor, 2004). Nine out of ten clubs in UK were non- profit clubs (Sport Recreation Alliance, 2013). These clubs activate fans and bring together the community and there is also essential part in volunteering. Smaller fields like in the context of this research triathlon and orienteering are having more community-based approach and often the clubs are functioning purely on a voluntary basis.

Graph 2. Number of volunteers at the average sports club in UK.



Source: Sport Recreation Alliance, 2013. Sports Club Survey, 2013

When it comes to volunteering, then 26% of volunteering activity in England takes place in 151 000 voluntary sports clubs (Wicker and Hallman, 2013). As we can see from the graph the average sports club has 24 volunteers and this amount has increased in time. Also, 36% of the sports clubs in UK intend to engage more volunteers in the next two years (Sport Recreation Alliance, 2013).

The sports club structure is similar to the small firm or business, and constitutes generally by a club secretary, treasurer and committee members. Clubs can attend as unincorporated or incorporated clubs. Unincorporated is the common type of club, which means that basically the club will be registered, and no legal body is attached to it. These clubs would not have workers, assets (land or facilities). Statistics show that only one in five sports clubs in the UK own their own facilities (Sport Recreation Alliance, 2013), which depicts the share of unincorporated sports clubs. Another thing that a club can do is to adopt a charitable status, which means they are acting for charity purposes or they can be Community Amateur Sports Clubs (Hereafter CASC) and that is regarding their legal structure. The purpose of these classifications is to provide benefits for sports clubs but at the same time provide higher standards to clubs. (Club Matters, 09.04.2018).

The Government policy in the sports field could be overly bureaucratic with the tensions which are creating contradictory forces that can affect the successful recruitment and retention of sports volunteers (Wicker and Hallman, 2013). The main responsible person for the field is the Minister for Sport and Tourism. The resources are divided between the National Sport organisations and through National Lottery funding, which offers grants and awards to the sports clubs (National Lottery, 09.04.2018). The role of the governing bodies of sport is relatively huge and they distribute and oversee the development of the field at the community level. Another organisation which promotes the interests of sports clubs is the representative umbrella organisation Sport Recreation Alliance, whose aim is to represent and promote the bodies of sport and recreation to government and other actors in the sports field.

In the UK, the volunteering traditions are longer and the state and community support to this sector is more common. The UK sports sector initially developed through voluntary sports clubs and establishment of national governing bodies (Nichols et al, 2005). In today's world, the volunteering in sports clubs is becoming even more popular. For

example, 26 per cent of people in England participated in formal volunteering at least once a month and 35 per cent of people in England participated in informal volunteering at least once a month (Timebank, 2018). Also, the indications are showing that there is a trend towards more episodic volunteering (National Council for Voluntary Organisations, 2009).

The role of sports volunteers, who are working mainly in the Voluntary Sports Clubs (Hereafter VSC) has been problematic. It is so because the demands require more formal training and even in case of volunteers. That is why the new members of sports clubs are more likely to be consumption oriented and less likely to help with volunteering (Taylor et al., 2003) due to the reason they see a sports club as a service provider rather than community organisation (Nichols et al., 2005). That indicates possible lack of volunteers in the future, as people are not willing to participate in the organizational processes of the sports club, and people cannot engage more volunteers in their club activities (Harris, Mori, Collins, 2009). But since the voluntary sector is rather large, it is necessary to have the government's attention to it. But Taylor (2004) founded that the VSC sector in itself is rather diverse and independent, which makes it hard to influence on the national level the growth of volunteer participation. That is mainly because the VSCs are not interested in contributing to national policies and think that they are largely outdated (Harris, Mori, Collins, 2009). In general, the VSCs have difficulties in engaging new volunteers and people said they don't have enough time to contribute. Many volunteers brought out at the Harris, Mori and Collins' research that they don't have resources to deliver the policy goals: for example, the facilities needed to accommodate growing membership, people's response to the coaching and administrative requirements and funding for coach development.

One of the administrative requirements in the UK is the CLUBMARK program, which is developed by the Sport England and it is a potential role model for other country's governments who are trying to broaden the capacity of the NPOs in the field of sports at the community level. The CLUBMARK program is a cross-sport quality accreditation for clubs who are dealing with juniors and the purpose is to enhance the standard of service delivery that young people receive from community sports clubs. The national governing bodies (NGB) of sport and country sport partnerships (SCP) give the CLUBMARK as a proof of high quality club. This scheme has worked since 2002 and more than 10 thousand

clubs that are registered have taken the CLUBMARK into the usage. The clubs can receive support from the NGBs and other partners i.e. CSPs. The accreditation process is the same in the whole kingdom (Hoye et, al, 2015 127: 43). Similarly, to the clubmark there are similar programs in the different regions of the United Kingdom. The aim is to help the sports clubs grow their club and to attract more people behind it, to make their club more professional. For example, in the England Club Matters, Northern Ireland Club Leaders, Scotland Club Framework, Wales Club Solutions. When it comes to the UK sports sector, then the particular emphasis is put onto the development and supporting measures of the sports clubs.

Characteristics of Estonian sports sector

In Estonia, there are 2479 sport clubs in total (Eesti Spordiregister, 09.04.2018).

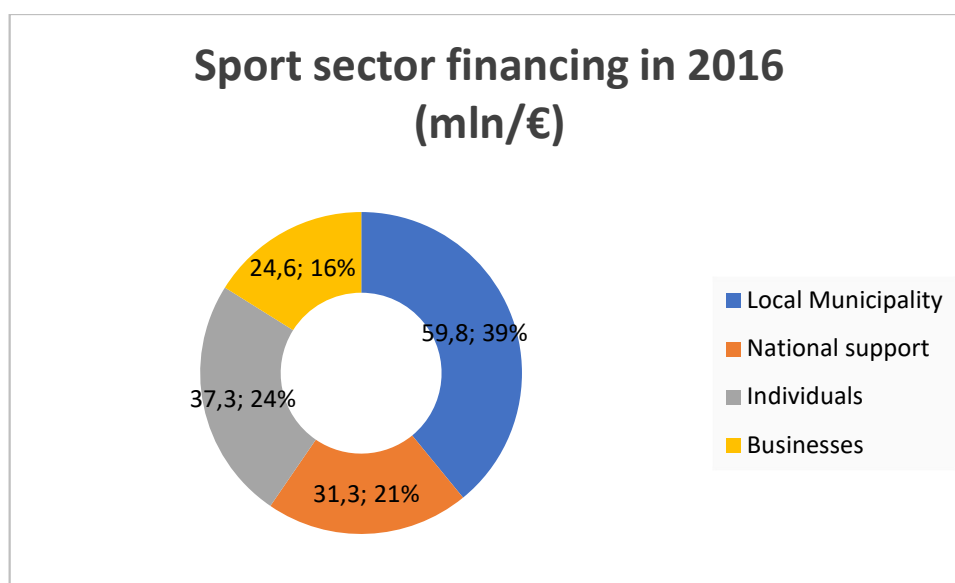
The structure of the Estonian sports clubs is relatively small, containing one national Olympic committee, 68 different sports associations and over 17 000 registered amateurs (Eesti Spordiregister, 09.04.2018).

The main functioning of Estonian sports clubs is organised through national sports associations. Most clubs belong under the latter. The club can define itself either non-profit, hobby school or for-profit. But most of the clubs are non-profit oriented, and rather act for the public good than are oriented earning profit.

Estonian sports model is following the European traditions, where the emphasis is on the voluntary action and public-sector support. This means that the sports policy is rather liberal and sports organisations are rather voluntary and not profit oriented, but the government will provide the financial support and guidance for the trainers and sports club managers. For the juniors, there are different sports schools – municipality sports schools and NPOs sport schools that grow over to the NPOs in the field of sport. Club managers are either financed by local municipalities, working on a voluntary basis or financed through their NPOs. Only 16% of the trainers are working with a full-time contract (Treenerid ja juhendajad spordiklubides. 2016), others are doing part-time jobs or are freelancers.

Volunteers are contributing to the Estonian sport sector significantly. Over 19% of Estonian people are contributing to the field as sports volunteers (Praxis, 2013). The sports sector consists of mainly voluntary sports clubs activities (Kultuuriministeerium, 2017). National and local governments' task is to create necessary conditions for participating in sport activities. The role of the sports clubs is to bring people together through different sports activities. In Estonia, volunteering is still relatively new phenomena compared to the UK. In general, the people's awareness about volunteering is limited (Praxis, 2013). However, the development of the voluntary NGO sector has been gradually increasing, since the national policies are also even more concentrated on evolving this sector (Praxis, 2013). In Estonia, already 37% of people were participating in volunteering at least once a month or more often (Praxis, 2013).

Graph 3. Sport sector financing in Estonia.



Source: Kultuuriministeerium, 2017; modified by the author.

Overall the sport is funded through different channels. In 2016, the financing of the sport sector was all together 153 million euros (Kultuuriministeerium, 2017). Here we can see that the local municipalities (39%) and public sector (21%) are the main contributors to the field. In that sense the public sector (including local municipalities) plays essential role both by financing and creating a suitable environment for sports clubs. But the big support from the public sector could be also a problem, why the support from individuals

or businesses is not so big and that raises a question whether sports clubs in Estonia could take advantage of the labour market trends arising and make them to seek other channels for income elsewhere.

3.3 Case study research

The important aspect in selecting cases is to consider that there are richness of phenomenon and extensiveness of real life context. Which turns the case study method rather distinctive (Yin, 2009). In the context of this research, the contemporary phenomenon that we investigate is the new forms of employment. The boundaries between the impact of the labour market developments on sports NGO management are not evident. The case study method is suitable in this area because it requires extensive in-depth description of the question this research is investigating-how can sport club managers in Estonia and the UK better use modern trends of work and employment to improve their club performance, both in quality and in quantity?

Case studies are used to examine contemporary events. Usually, case studies combine two main ingredients: the direct observation of the events being studied and the interviews with the persons involved in the events. Case study method distinguishes itself from others by combining several different methods, for example documents, artefacts, interviews and observations. (Yin, 2009). When selecting cases for this research, two different data collection methods were used. The emphasis was put on the interviews with the CEOs and the document analysis of the Sport NGOs development plans or constitutions.

Another reason, why the case study method is useful is that it allows to explain the causal links in real-life situations, which are too complex for the survey of document analysis. For this research, the explorative case study method is used (Eisenhardt, 1989; Yin, 2009). This means that the role of the case study is to see the presumable links between the changing environment and NGO management, but it requires future research to verify the causal links between those dimensions. The case studies are used in the context of this research as descriptive tools.

One of the concerns that the case study will bring is that case studies provide little basis for scientific generalisation (Yin, 2009). In order to minimize the concern, in this research

multiple case studies are used. The variety of the cases is important in the context of this research because the field of sport is various and offers variable evidence. Beginning from the sports clubs taking into account future changes in the labour market in their club management for example, where the sports NGOs live in the moment and do not consider this trend at all. Therefore, it is important to try to enhance a broader picture with the cases. Another restriction that the case study will have is the studies are relying on the descriptive information, which leaves room for misinterpretation and important details left out. In order to reduce this risk, the interviews are transcribed carefully and this restriction is taken into account when presenting results. Finally, since the data is collected through the interviews, it is a danger that the problems that the interviewee describes event happened in the past and already founded a solution. To reduce the risk, the data collection through interviews is combined with the information collecting from the sports clubs constitutions. In the interview the questions asking to describe future challenges are also taken into consideration. In general, these limitations of the study are solvable and can be considered as an exploratory study's natural side effect.

The suitable cases were selected for following reasons:

- Country level: the variety of field of sports in countries. Represented popular field like football, less popular field orienteering and field becoming more popular like triathlon.
- Country level: the variation of the countries – Estonia and the UK.
- Organisational level: on the web page of the sports NPOs there was a possibility to apply for a volunteer.
- Organisational level: previous experiences with volunteers at the events that sports NPOs had organised. The number of volunteers engaged was not relevant.
- Organisational level: the willingness and availability of management to collaborate in this research (Bernard, 2002).

When selecting the cases, the common denominator is that they are sports clubs who use multiple and/or alternative employment practices, including involvement of volunteers into their organisation's activities. The volunteer involvement component is important in

this aspect because one of the trends that previously mentioned in this research is the emergence of short term volunteers in parallel to the growing popularity of freelance working. To investigate this trend, the sports clubs experimenting with employment methods and involving volunteers is needed to be included in the sample. Since there are six different cases that will be presented and in order to give a broader picture and to bring contrast into the research, the cases are selected from three different sports fields and the size of the organisation varies from small NGOs to middle-sized NGOs and eventually the case study of even a bigger NGO is presented. Considering the variety of the sports field, three cases from Estonia and three from the UK are providing sufficient evidence to seek the answer to the research question.

The usage of the club's constitutions in depicting case studies is helpful in verifying the correct titles and strategic planning instruments of the organisation. Secondly, the documents can provide other specific details to confirm the information from semi-structural interviews (Yin, 2009). The documents that are used in this research were strategic documents of the NPOs like the constitution or development plan of the club.

The selection of conducting interviews considering the context of this research helps to focus directly to the topic – the impact of the changing nature of work and working on sports NGOs and provide the necessary explanations for the topic (Yin, 2009). These are the reasons why the interview is combined with the reference to the constitutions.

Selected case studies:

- Thames Valley Orienteering Club – (250 members, 15 volunteers involved);
- SK 100 Orienteering Club – (54 members, 10 volunteers);
- SK Tammeka – (1000 members, 20 volunteers);
- 21.CC – (200 members, occasional volunteers at the events);
- Leighton Buzzard Triathlon Club – (120 members, 20 volunteers);
- EM Academy FC – (35 members, 4 volunteers).

For the sports clubs, the interviews were conducted with the people who were in the managerial positions in the club or were daily involved with the activities of the club.

Some of them were the people, who were working full time around their organisation, but others were those who were also managing the club on the voluntary basis. Not all the interviewees were the managers of the club. The interviews with the sports clubs that were conducted took approximately an hour and the following topics were discussed: the challenges that external and internal environment offers to the clubs, human resource related challenges and overcoming them, engaging of volunteers, permanent staff and freelancers. The usage of technology in their activities, future challenges and reasons of why they don't use the technological tools in their activities. The interview with the Thames Valley Orienteering Club (John Dalton), Leighton Buzzard Triathlon Club (Jon Cowell) and EM Academy (Hastings Kamanga) were conducted via skype and others were conducted through meeting those persons in real life (SK 100 (Timmo Tammemäe), football club Tammeka, (Indrek Koser), 21.CC (Jane Oidekivi). The list of interviews is described in appendix 4. All the interviews were recorded and afterwards transcribed using otranscribe program for transcribing.

4 Analysis

The analysis part of the present research includes expert interviews and case study analysis. For the expert interviews, five different experts from Estonia and UK were interviewed. In this section, the analysis of the expert interview results is provided.

From the research, two research questions are presented:

- (1) How NPOs have so far coping with the changing nature of work and employment in the field of sport in Estonia and the UK?
- (2) How can sport club managers in Estonia and the UK better use modern trends of work and employment to improve their club performance, both in quality and in quantity?

Firstly, in order to find answers to the research questions the interviews with the experts were analysed. The aim of the expert interviews is to encompass the big picture of the overall challenges that sports NPOs are facing and to find out how they can better use trends to improve their organisational performance. The results of small questionnaires are added to the analysis to see if the expert's opinions to enrich the results.

Secondly, case studies of six sports clubs are presented to seek the data from the actual field, concerning sports clubs. The information for the case studies were collected by conducting interviews with heads of sports clubs or the club management members.

In the following sections the results and extracts of the expert interviews and short questionnaires are presented from three different NPO management perspectives: influence from the external environment, teambuilding and management and usage of technology. Then the case studies of each of the sport club is analysed. Then the results from the case studies are gathered. And finally, the synthesis of the results and further discussion is elaborated.

4.1 Experts on the external environment

The main difficulties and external trends influencing sports clubs which the Estonian experts brought out was the financial situation of the field and the demographic situation of our country, since the Estonian population is aging and decreasing in time. That leads to the lack of skilled people. Also, the sports clubs were too oriented to the short term managing and not seeing the bigger picture. And the topic of importance was also the proper qualification of trainers and overall mobility of trainers within the EU: “A growing trend is whether it is possible to take your professional skill set and apply it Europe-wide. It is something that we see in instructors’ work, but not so much in coaching. It seems to me that coaching is something that will also be viewed in terms of whether it can move across borders. If you develop coaching clients outside or you go coach that group outside, the question could come up – who are you for us anyway, and why are you coaching that group, in our external environment? Let’s say you go to Spain, use their facilities and they ask, ‘Do you have a licence for this?’ A lot of this comes up in the tourism and recreational activity organizer sector. I don’t think coaches or instructors will escape that. At some point, they will start to become mobile. We’ll see mobility of the workforce arise.”¹(Reeda Tuula, 21.03.2018)

When it comes to experts from the UK, the main difficulties which were brought out were recruiting and managing volunteers and engaging the unrepresented groups in the sport. This is also in accordance with the overall strategies for developing the UK sports field (Sport England, 2016; Sport Wales):

“That is something that challenges for us engaging particular sectors or segments of the population to be more active. So for us, we know that women and girls are less likely than males to be active in sport. We know same is through the people with disabilities, same is through people from minority groups and the people who are living in poverty. “(Neil Emberton, 05.04.2018).

From here we can see an example from the DC, where the sports clubs integration of new challenges (engaging different age segments) is important to overcome difficulties (recruiting volunteers).

¹ All the citations from interviews with the Estonian experts are translated by the author.

The experts from Estonia and UK brought out financial challenges for sports clubs as a difficulty to encounter:

“At the moment I don't know what is in Estonia, but the economy is under pressure. There is evidence from global, financial crises which means there less resource available, less money available, so. We have to be more creative and innovative of how we do things. That is the challenge and also and opportunity but bit more challenge. So those are two things.” (Neil Emberton, 05.04.2018). Here the emphasis is put on the need to the club to be more active itself in finding the alternative financial resources and developing new business models with mixed revenue streams.

Estonian Expert mentioned the importance of the public sector financing. “Funding is the thing that allows you to get busy. Whether it comes from the people themselves or from the public sector in some form. Speaking of the average sports club, its main funding source is the local government and parents. In general, the parents only contribute a little. They have no commercial outlet to offer. Even if you have a sponsor, it's more an emotion-driven decision. A friend of a friend supports the activity because it has some worthy goal. Or there's some regional or local connection – we support small towns, our community's children's sports. At the state level, we deal with the same matter /.../ Such are the funding-related issues.” (Tarvi Pürn, 16.03.2018)

Here we can see that the sports clubs have a challenge of transforming the existing financial resources in order to become better in their activities.

Main threats when not considering the changes in the external environment were brought out by the experts about the topic which was connected to opposable threats to sports club management. The expert said that the main threats were lack of longer strategy/vision, problems with leadership, people don't take into account the financial situation of the government or local community. Also, the threat brought out from two experts was the danger of not being adaptive and to not see the possibilities of how to upgrade the sports clubs to become more like social enterprises. Based on the evidence, we can summarize, that the main threat to sports clubs is that they are not opened to the changes with the overall trends in society and economy.

“You probably have to keep up with matters, if it’s the private sector and it’s a profit-oriented company, its goal as a company is something else, it’s not corporate social responsibility. Sport is, after all, a social enterprise. They operate on a different set of premises and how to combine that.” (Reeda Tuula, 21.03.2018)

And the same problems were brought out by the UK Experts:

“So that club is stronger because taking on that adaptation as 20 years ago that would've had happened. As they do, that they have more members, the members pay more money and that helps a club to be more sustainable and that creates success and more people want to be a part of it. Whether they want to do a cross country or go out for a run, but the coffee and the cake might be the thing they are waiting for more than anything. That's okay, because it helps the club to be stronger. They're better off with it. It's part of a social environment and they are doing something to be physically healthy as well. I think that is also an example of how making some of those changes helps. /.../ I mean they have to grow and adapt through the time. They are in many instances, they are really businesses. They need to keep changing, they need to keep revolving. They need to take advantage of the opportunities that are allowed to them and make sure they are structured in a way that the people who can help them and support them to be sustainable in the longer term.” (Neil Emberton, 05.04.2018)

“I think now in England we are seeing some of trends, where they are more flexible ways to participate. Maybe like the small games that we've always have seen for children, maybe we can see the opportunities for adults and make it more recreational where you can come this week and you don't need to come next week. You come and play tonight and you're maybe playing next week or you don't play next week, but you'll play a week after. It's helping clubs to be more casual in their participation. Or at least allow people to do that in a more casual way as well as keeping everybody else who want to compete. That is another trend.

“More flexible type of participation, in the UK recreational running has grown massively and recreational cycling has grown massively in the last 10-15 years. Not all them are professional sports clubs, the chairman and the committee and with the facility. You've got more these casual groups where on a Saturday morning I'll be in the park and we'll be running.” (Simon Toole, 09.04.2018)

The answers from questionnaires are showing that five experts from five strongly agreed, that the external environment is important when overcoming the internal challenges. It is ensuring that according to the experts the external and internal environment influences for sports clubs are connected.

4.2 Experts on teambuilding and management

When looked from this perspective, the experts found that the employment trends mostly influence the recruitment and management of sports club. One of the experts found, that the employment trends are not affecting the sports club recruitment and management. One of the experts said that it depends on the size and opportunities of a club. The experts emphasized the importance of the willingness to participate and for the members to be engaged because of ambition and passion for the sports club.

„/.../ You can't take the classical view – what's the wage level or the unemployment percentage is so high to make it more attractive for me. But if we look at a typical employee of a sports organization, there's some third dimensions there as well. They just really care about it. They have some, let's say the sector would just collapse if we started evaluating it according to average wage or income. There's some other dimension there, too.” (Tarvi Pürn, 16.03.2018)

The experts from UK agreed with their Estonian colleagues in that sense and emphasized more the first experience of the person involved in sport.

“I think the other thing that we've talked about earlier, that is really important is the people first experience with sports. If people first experience with sports is a negative one, then they are less likely to do it. So, schools have a really important role to play. Either to be exiting for people to play or not. So if your physical education at school was a bad one for what ever reason and for some people that could be enough to say I don't like sports. It's a same procedure in a way related with the customer focus, is you know the children in sports want to do the things they like and they are doing it through sports. So, it will need to be presented in a way that makes them want to come back to do it again.” (Neil Emberton, 05.04.2018)

Another topic, which is influencing sports clubs is the emergence of freelancers and volunteers in the sports clubs. The freelance influence is seen, but their role is in some

segments or parts and they should meet the required standards as well as for example other trainers. When it comes to volunteering, both experts from UK and Estonia as well see that the short-term volunteering is affecting the sports clubs and they need to adapt to the new situation and think of how to attract volunteers from certain segments. Also, one expert from Estonia pointed out that the amount of voluntary work is related to the living standard.

“Life has shown that the voluntary level is directly tied to income and free time. Where income is low and you double-shift, you won’t be a volunteer. But where employers are flexible and there’s affluence and you want to start giving back to society, in places like that it will grow. I think the better paid people are, the more stress free they will be at work. The employer can’t crack the whip if they lack people; the employer has to provide better conditions. And especially that young people are changing jobs, more frequently than before. Naturally this should open the door to volunteering. The better off you are, the better it is to work to make the world a better place.” (Tõnis Saag, 19.03.2018)

An expert from the UK brought out that sometimes the government bodies could be restricting the emergence of freelance trend with their measures but at the same time make people to be freelancers again.

“There were some programs here which we government funded here to pay coaches not as freelancers to get them a job in an organisation. And that in the Northern Ireland restricted the freelancers because they got jobs instead and a lot of people would rather have that because they know they are getting paid at the end of the month rather they make their own money but as government funds get tighter. I think more of the freelancers will be less employed coaches/.../ And some of the coaches are becoming nervous about whether they have a job or not. So already some of the coaches are leaving to set their own businesses as a freelance and do very similar things and they've made a lot of connections with schools and through the work as a paid, employed coach and when they are going to freelance then they're going back to the same connections.” (Simon Toole, 09.04.2018)

When it comes to the skills where the managers of sports clubs need to better utilize labour market trends into their organization, the experts brought out the skills related to the management and teambuilding, as well as the skill for volunteer management. But

experts also mentioned, that it is essential to see that the whole range of skills are needed for sports clubs to be more successful in their activities. UK experts particularly emphasized the importance of business skills.

All the experts emphasized that the old sports club model is not fading away, but different new forms of sports clubs are arising. That means that the classical sport club model, where there is management and the club is aiming to train both youngsters and adults. Since the UK's sports club traditions are longer, then in Estonia we can see the influences more, where there is not so traditional sports club model affirmed. For example, the commerce businesses taking over the leagues (Tarvi Pürn, 16.03.2018) or sporting with families is getting more attention (Reeda Tuula, 21.03.2018).

We can see from the results of the questionnaire that the four experts agreed and strongly agreed rather than disagreed (1 expert) that the sports clubs are affected by the changes in the labour market. When it comes to the rest of these answers, then it is seen that the experts are either way not agreeing or disagreeing at all or as it is for the 6th question the answers divide into two groups (three of them agrees and two of them disagrees). The answers may vary due to the reason that the experts see the examples from both negative sides and positive sides and this is more visible at the volunteer recruitment field than in other fields.

Overall the experts see that the managers' skills are not sufficient to utilize the modern trends of technology into their activities. Three of them disagrees and two of them neither agrees or disagrees. These answers confirm the information from interviews, where the experts brought out that the lack of skills is one of the obstacles of why people don't use modern technologies in their activities. The answers of the experts show that the sports club don't have enough skills to integrate those new trends into their organisational process.

4.3 Experts on usage of technology

All the experts brought out that the main challenges for sports clubs using new technology in their activities is the lack of financial resources, skilled people and the awareness of using the technology. UK experts worried about the EU's new data protection rules.

/.../At the minute the new European legislation around the data protection. So, our sports clubs are becoming very frightened of what it means to them.”(Simon Toole, 09.04.2018)

Another point that was brought out was that people who take new technologies into usage may face difficulties with renewing the information (i.e. maintaining a website). The main obstacles that experts saw were the lack of knowledge and overflow of data. The sports clubs are not taking advantage of the technological trends in their activities because the lack of skill and resources and they are not open enough to new opportunities.

“First of all, awareness of the technology that is available to. And then probably to a degree having people available to implement it in a right way. I mean by that introducing it but also making sure that it is safe, that there's no risks, it's protected and it is all in accordance with the law. Really significant is the law in the general data protection. Awareness and having some to implement this and implement it correctly/.../ And then not only implement it but keep it up to date. Maintaining things so they are accurate and helpful. You probably know itself, that different clubs could be on *facebook*, they could have using the *whatsapp*, *twitter*, their website. There is a whole range of tools to use and there are different channels. And some of them are the pen and paper. So that is the other thing to depend on your own organisation and to arrange the people you have and finding the best skills for the organisation as well.” (Neil Emberton, 05.04.2018)

The experts thought that the technology is helpful when it becomes a part of the organization and helps to broaden the message of the organisations.

And also, they pointed out that younger clubs can take advantage of the technology. Two experts mentioned that using the social media platforms is helpful for the sports clubs to broaden their message. Overall the answers from both experts from Estonia and UK were similar and no significant differences from their answers were found.

“Smaller clubs that are social. Social and digital media topics are at play here, probably. Everything taking place in digital marketing and social media, you can see that they keep up with it. Knowing what your target group knows and where they operate, you just have to go there. In the case of the older generation, it is harder to expand coverage. They have to modernize or find young volunteers who help them make the club activity more effective. Here it is a challenge for young people who don't want to be active in every

club on the elite sport level, to help a social club become more effective and up to date. At some point a generational shift will occur and you just have to be open.“ (Reeda Tuula, 21.03.2018)

From the results of the expert questionnaires we can see that overall experts are certain that the modern technologies affect the sports clubs (four strongly agrees and one agrees). But when it comes to the positive opportunities the experts' opinions are dividing and half of them disagrees with the statement and half of them agrees with the statement (two strongly agreed, one agreed and two disagreed and strongly disagreed). This may be so, because the positive opportunities links to different connections amongst the experts. And finally, the experts were all neither disagreeing or agreeing to the negative challenges statement (five neither disagree or agree). It seems that in this section, once again the examples can be found in both ends of the answers and this is seen in the answers of the experts who can't choose a side. The experts see that modern technologies are offering to the sports clubs' possibilities to become better in their activities.

4.4 The Case studies of Sports Clubs

In this chapter, six case studies in the field of football, triathlon and orienteering are presented. When selecting cases, the experts recommendations were also taken into consideration in the area of selecting the fields of sport and suitable sports clubs. The purpose of the case studies was to see in the main NGO dimensions (influence from the environment, human resource management and usage of technology) the implications of the theories discussed earlier and by doing that seek the answers to the research questions proposed. The case studies are presented followingly: case studies in the field of football, case studies in the field of orienteering and the case studies in the field of triathlon.

Case 1. Estonia - FC Tammeka Sports Club

Tammeka football club was originally established in 1989 but renewed in 2010. Overall, the club consists of around 1000 members to whom the club is daily contributing. 5 full-time people are contributing to the organisation's daily work. Approximately, 10 volunteers are involved daily in the organisation's activities. Tammeka has its own philosophy specified in a strategic document according to which the goal of the organisation is to train fair, honest athletes and to develop on a community level, to involve in the organisation process different people connected with different fields (Jalgpalliklubi Tammeka, 2014).

Externally, support of the sponsors is decreasing. That is posing the football club a challenge and in order to overcome it, the sports club is being more professional and looking at the sponsor's needs when negotiating a sponsorship agreement. Also, they are organizing big joint events for sponsors. Although the club has its own stadium, their external challenge is also a lack of proper infrastructure for training. The club is growing in numbers and is focused on the growth and is raising money for the construction of a new stadium. "Our only problem is the shortage of facilities, due to which we have already built two of them; maybe it's the kind of thing where we need to be active in the future. It's not economically possible for local governments. To involve more people from different fields, plus include those people in the actual work and activities. If we're

talking about projects like developing facilities, those really had very many volunteers and very many sponsors as well.”² (Indrek Koser, 21.03.2018)

We see here that the sports club is taking account the external environment and is involving in their activities various stakeholders, sponsors and community. So, we see that the club is cooperative and acts as an open system that has several influencers not only one influence. But the openness of the club is appearing in the national context, rather than EU context, and therefore we can see that the club has some improvement in cooperation with outside of the national sphere. The club has potential to evolve into a social enterprise, because it already engages the community and does have the purpose to be socially beneficial for the public sphere. But at the same time SK Tammeka is involved with member development. “The members of the Tammeka Football Club are, in the broad sense, non-profit board members, employees and the kids, teens and adults who participate in the club’s practices and play on the teams.” (Jalgpalliklubi Tammeka, 2014).

One of the challenges opposing the human resource management is finding suitable workers and staff for the club. The club is overcoming the challenge by broadening the channels of job advertisements and aiming to involve in their organisation a freelancer, part-time worker or volunteer. i.e as many different people with diverse backgrounds as they could. E.g a fan coordinator or Tammeka Street Team.

One of the CEOs of Tammeka Sports club is referring that one of the dimension which is lacking for them is the lack of proper managerial skill and the need for a broader vision of the club and of the society as well „You could definitely say we need more management competences or know-how. None of us three have studied leadership or management or have previous experience. All three of us have just sort of found ourselves doing this because of the force of circumstances.“ (Indrek Koser, 21.03.2018)

Another challenge is to find suitable people with sufficient experience and capabilities of doing their job relevant to their job positions. That is also applicable to the coaches. But the club is overcoming the problem using many methods- recruiting young athletes or former club members to be as trainers. Or again to broaden the scope of the job

² All the citations from interviews with the Estonian Sports Clubs are translated by the author.

advertisement channels. Organization is open to different forms of working and is also available to try new methods when something is not working. We can see here that the club takes the available resources (members of the community) and transforms them to raise the quality of the club's working (recruitment of new employees).

Organisation involves in their activities volunteers daily and is trying to involve volunteers from different age groups. The sports club sees, that in time the number of volunteers is decreasing and for that they are using different methods/campaigns to overcome the challenge and to attract volunteers from different age groups. Inversely, in the football field more and more volunteers are recruited, and the trend is showing that more volunteers are going to be engaged. However, the club tends to emphasize the importance of long- term volunteers, rather than short-term volunteers (Indrek Koser, 21.03.2018).

When it comes to the usage of technological tools the club is using the Sportlyzer technology, which is helpful in facilitating the management of the organization as well as the training process. They use Quanter, which helps both trainers and players. Also, they are using various social media channels to advertise their club (i. e. snapchat, instagram, facebook). This organisation is innovative and adaptable to modern technologies, mainly due to the reason that the staff who works there is relatively young.

We can see that SK Tammeka is being open to new innovations. For example they used new innovative ways for raising money for a football stadium. They launched a website together with the help of an advertising agency, where people who wanted to support the building of a new football field could contribute to it by purchasing a piece of football field for them. Legally this piece of field does not belong to them, but this has other symbolic meaning. In addition to donating money for the football field, the person gets a piece of land for himself in return (Indrek Koser, 21.03.2018). This is an example of how Tammeka used an idea, that was used already elsewhere and made it an effective fundraising campaign. It shows that organisations who are open to new ideas tend to be more successful. This could lead them to be more innovative in their activities and setting an example for other NPOs of that field, as it is in the case of Tammeka FC.

To conclude this case, Tammeka is in many fields innovative (successful campaigns in social media; own its own infrastructure) and is seeing their potential (community

members and volunteers) and is trying to take advantage of it. Here the implication of the Open Innovation theory could be seen. However, there are some room for improvement in including in their club a competent manager, who has knowledge about the sport field management and in that sense, they have more room in developing their DCs. And finally, they could benefit from other clubs outside the national sphere by exchanging experience. Here the club is taking advantage of the open innovation theory.

Case 2.UK - EM Academy FC

The EM Academy football club was founded in 2015 and it is a relatively young grassroots football club. The club has 35 signed members and in addition to youngsters they train about 40 children who are at the age 2-5. The club has 4 people who are arranging the club management and are trainers themselves. The aim of the club is to be a football club that involves their members in sport activities and at the same time brings together the football community (Hastings Kamanga, 15.05.2018).

The main external challenge that the club faces is the facilities: “One of the challenge that we have is definitely the facilities. We are renting school pitches and there is always a constant lack of suitable times. When it is a nice weather outside, we go to public parks. But with the public parks, there could be some problems...they are not taken care of, often the grass is not trimmed, or we ask people to sit somewhere else and they don’t want to move...because it is a public park and I can be wherever I want” (Hastings Kamanga, 15.05.2018).

Since the club is relatively young and their goal is to keep the club’s activity very affordable, it is understandable that the lack of proper sports grounds is not helping the club to develop further. We can see here that the club is like an open system, which is affected primarily by the external infrastructure the club has.

The club brought out the positive influence and support from the Football Academy “The positive is that the FA is helping us with football kit and pays for the trainings of the coaches. It is helping our club a lot” (Hastings Kamanga, 15.05.2018). Also, the club has sponsors who are helping them both financially and with providing facilities. Therefore it can be seen that the club has already opened up themselves for sponsors and other bodies to cooperate and do different projects together “one of the project which we did

was with the University of Bedfordshire and we asked the professional football player Martin Reim to come to teach us". (Hastings Kamanga, 15.05.2018). This shows that the club is having a potential to use their own resources to improve their club quality and broaden their club's perspectives.

When it comes to the human resource management, the main challenge they face is to recruit new coaches who are volunteers and are willing to take the responsibility at the same time to improve their club quality "The challenge is not how to bring more children to the club, but actually the question is, how to find coaches who are willing to volunteer at the club?" (Hastings Kamanga, 15.05.2018). But the club has a solution for that and is trying to use their own assets to get more coaches. The football club is aiming to give the 16-17 years old club members the possibility to become a trainer for their club for the children at the age group 2 to 5. With that, the club is getting a coach they need, and the youngster is getting his/her first experience as a coach. This club mentality is indicating that the club is using its own internal assets to improve the quality of the club and at the same time to maintain stable growth of the club (Hastings Kamanga, 15.05.2018).

The club uses modern social media channels as facebook or twitter. For training the club also uses help with a Trainingstats app to write down all the training plans for the club. (Hastings Kamanga, 15.05.2018). It is essential to see that the club that is relatively small uses technological tools and is aiming to develop in this field. In the future the club would like to have video cameras in order to visualize the training process and to show the players the mistakes they make. When it comes to the usage of technology, the club has not yet followed any positive examples from other clubs and implemented it into their organisations process. But seems that the club has room for improvement in that field and this could happen when they cooperate with other clubs and follow positive examples in the usage of technology.

From this case we can conclude, that the availability of facilities is influencing the club externally. We can see that the club has potential to be more open to sponsors and other cooperative institutions. This is the prerequisite for the club to become more as an open system. The main challenge for the human resource management area is finding voluntary coaches. And in that essence the club admits that influence from labour market is playing an essential role here. Here the club is taking into usage the DC theory, where they use

internal assets to develop external competences. The club uses different social media channels and is using the apps for team management. In the usage of technology, the experience from other clubs is helpful for investing in innovative technologies. Here we see that the club has room to use the Open Innovation theory.

Case 3. Estonia - SK 100

The SK 100 was officially founded in 2009, but before that the organisation was acting unofficially since 2004. The club has 54 active members who are engaged with the organisation through different activities. The club is cooperating with other clubs, which is showing that the club is open to new cooperative ways to create with other clubs something big. In the organisation, there are three board members and in addition to that two or three members who are engaged with certain fields. The club management is working on a part-time job basis and in addition to that they have some project-based jobs depending on the project (Timmo Tammemäe, 22.03.2018). The club engages volunteers in the events and there are around 400 volunteers engaged during the events. The club has its own strategy plan for development and it is stating that the mission of the organisation is to “enjoy the sport, to offer participation in the events and to enlarge the footprint of orienteering in Estonia and bring international experience to Estonia”. (SK100, 2016).

Similarly, to TVOC the SK 100 brought out that nowadays people have a lot of different possibilities to spend their leisure time and that is affecting the participation in SK 100 as well. There’s never enough free time and something that comes from free time is initiative. Our experience has been that you get punished for initiative, in a certain sense. Meaning, if you come up with some idea, it’s highly likely to end in you having to do it yourself, and then you’ll get somewhere. Because the changing world makes for challenges, people have to face them and as a result have less time. And if you’re offered opportunities, why make an effort or strive at all? It’s easier just to go with the flow. (Timmo Tammemäe, 22.03.2018)

From here we can see that for orienteering clubs this is the main external challenge to overcome and turning this into the organisational asset for orienteering clubs remains a challenge.

The main internal challenges for the CK 100 are related with the technology and the question is how to use all the technological tools provided to them in the most reasonable way and how to engage the club members to use more and more new technologies: “The biggest change comes from the constant technological advances and the ways of automating processes. Maybe some activities. Basically, there’s the fact that you can reduce the numbers of people with regard to certain activities when you’re organizing events. In particular, you can reduce the existence of all sorts of people who are performing very minor tasks. On the other hand, that offers challenges for how to continue to boost the appeal of the club’s activities and the events organized. From this perspective, we need to keep up with developments.” (Timmo Tammemäe, 22.03.2018)

The club is seeing a chance to improve by making the club more attractive to different people and by that engaging more active people, who are open minded and are willing to contribute to the club activities. This is a spot for open innovation, where the club could see some positive examples and take them into usage in order to become more interesting for other clubs as well.

The club has engaged in their activities freelancers and similarly to the case of TVOC, they engage volunteers in certain segments e.g. the freelancer who deals with the volunteer coordination.

The club has encountered engagement of both short-term volunteers and long-term volunteers. The main challenge in terms of engagement of volunteers in the organisation, is a challenge to use short term volunteers. The club has encountered more often situations where volunteers are able to participate in the whole three-day event. In that sense the help could be a form of the open innovation theory, where the club can follow the example of other clubs who are having an open mind in terms of participation (Simon Toole, 09.04.2018). That means they are not restricting the participation at the events so strictly. When recruiting volunteers, the SK has found several specific partners to work together with to find volunteers and as well spreading the information around the orienteering community.

The SK100 is very technologically advanced compared to other sports clubs. They are using basic programs for making their daily work life more comfortable e.g. trello, google docs, facebook for interacting. To be more field specific, they use special timing

equipment, which is essential upgrade of their activity. But the usage of technology will bring them different sort of challenge “to know the right moment to say goodbye to the technology that is no longer helpful to them.” (Timmo Tammemäe, 22.03.2018).

To conclude, the SK100 sees external influence from the competence of the people’s leisure time and the advancement of that. Here the SC has a room to improve their organisation to be more open to the field and use their competences to bring more club members to the club to use the open system theory. When it comes to volunteering and including freelancers, then SK has included both long-term and short-term volunteers and freelancers. The club has the experience in the field and it makes them successful in using the competences they have to improve their service quality (enlarge the number of volunteers). Here the implication of the DC theory is taking place, but in that sense the club has more room for seeking more internal assets to develop into external qualities. When it comes to technology, then the SC is innovative and using new technological tools. But with widespread use of technology a problem is encountered in relation with turning down the not suitable technology. Here we can see the implications from open innovation theory.

Case 4. UK - Thames Valley Orienteering Club

The Thames Valley Orienteering Club (Hereafter TVOC) was founded in 1975. It is a club with very historic roots and all in all consists of 250 members. The members who are engaged with the club and as well the club management is purely voluntary, that means none of the people are engaged as full-time workers. The club is consisting of around 15 volunteers. TVOC has four key people, who are elected into these key positions: a chairman, a secretary, a vice chairman and a treasurer. Those are elected every year at the annual general meeting by members of the club. In addition, TVOC has team leaders or team heads, who take responsibility within the club. Among others membership secretary, computing and technology team and the start team and some members of the clubs have volunteered to take those key roles on.

TVOC has a key strategic document called the constitution, where their organisational goal and procedures are described. “The object of the Club will be to promote orienteering (as defined in the Rules of the British Orienteering Federation from time to time in force)

especially in Buckinghamshire and Oxfordshire” (TVOC, 2012). TVOC works towards the goal that all club members are active as competitors.

The main external challenge that opposes TVOC is the demographic situation of the region, where there is less young people. Also, the popularity of the field is affecting them, whereas each person who is orienteering is getting older and no young people are coming into the field. So that the club is struggling to find new members among young people and women. “Orienteers are getting older, we don't have new people, we are not good at recruiting women. Volunteers and team members are getting older. Publicity officer is helping and targeting families with children and people who have other sports interests“. (John Dalton, 03.04.2018)

Another external influence is that people nowadays have lots of different possibilities to spend their time. There is lots of competition on people's leisure time. Therefore, it is necessary for the clubs to be more active on the social media and to advertise themselves in order to attract the attention of possible club members. Another external threat that affects TVOC is that people are now more and more living in cities and as a result of urbanism, some people are afraid to go with a map to the woods and forests that are unfamiliar to them (John Dalton, 03.04.2018). TVOC and all orienteering in general has overcome this external threat by organizing the events in the cities, using the so called urban orienteering format.

The impact of these external threats is seen as a possible downgrade in the members' participation. But TVOC is reducing this risk through their publicity person, who is making them visible in the social media and in the local media to promote their activities.

The requirements for national orienteering bodies are one of the internal threats to the TVOC in general but considering the field of orienteering then it could be for the clubs as an external challenge. “In time, the requirements of qualifications and certifications are being more restricted, which makes the club attend different courses (e.g. first aid, risk management). This has been for the organizers harder to satisfy and many people don't like the requirements and therefore are giving up organizing the event. This could affect the organisation that in the end the club is organizing fewer events, contributing fewer events to the orienteering calendar.” (John Dalton, 03.04.2018)

In a way this is good as well because it ensures that in organising the events safety and quality of it has been ensured.

The TVOC lacks people with the skill to take responsibility for organizing the event and are willing to participate in the events. Their struggle is finding people to take the key roles. “In general, not many new people are joining, when it comes to organizing events.” (John Dalton, 03.04.2018). One method in overcoming this struggle is to engage more people that are already club members. For that, the club is organizing events for the seniors and cooperates with other neighbouring clubs. They share their experience in computer software and offer each other help in organising events.

When it comes to freelancers, then the club is planning to engage a freelance mapper to help their club to draw professional maps for their events. It shows that the club is using the resource available in the labour market with the establishment of new trends of freelancers.

In terms of volunteers, the TVOC has typical challenges to find volunteers for organising events because people who are interested in the field are more likely to compete rather than help by the track.

TVOC is aware of the possibilities that technology can offer to them. The main challenge for that is to find resources to have the technology. They are using modern social media channels and field, specifically the GPS laser created geographic maps when it comes to mapping.

To conclude, the TVOC is an organisation with long traditions, whose challenge is to attract newcomers to the club. From their activities the resemblance of the open system theory can be found. They are using freelancers and volunteers, since the whole club is run by volunteers, but the implication of DC theory is minimal. TVOC is open to the usage of new technological tools, but since the club members are getting older, it could be an obstacle for them in the future to overcome the challenge. They could benefit from Open Innovation in terms of technology in the future.

Case 5. Estonia - 21.CC

Triathlon Club 21.CC was established in 1993 and has grown recently for the past seven years. The club has now over 200 members and is steadily growing. The club's mission is to „The goal is to contribute to the development of the triathlon as an event and popularize the active/athletic lifestyle. “ (21.CC, 2017). The club has one full-time worker, which is the manager and around 16 different trainers, who are working part-time.

The external influencer in the 21.CC club is the availability of facilities. “As a triathlon consists of three sports, we depend on the sports facilities for practices. The possibilities around us. That's one of the biggest issues that influences them. And the biggest ones that we have very little control over, as long as we don't build and own our own facilities. With all the other external factors, you either let yourself be impacted by them or try to sidestep them. “ (Jane Oidekivi, 10.05.2018). The club could grow, but the availability of facilities might be a problem for the club to grow further.

When it comes to human resource management of the club, then the club is engaging part-time workers and includes less to volunteers and freelancers in its activities: “Our club has Estonia's best knowledge about this field. On the other hand, drawing on external know-how has been neglected completely. Even if someone is hired from Tartu or Tallinn, from a physical education background, the club has to train them. Because of that, coaches have mainly come out of our own club or from the triathlon field itself. Today we have involved swimming coaches /.../ For us, things are simplified when the person is within the organization. They see how things work and that makes things easier for them. But it's definitely a challenge that if he has emerged from people previously coached in the system, it is a challenge to attain authority as a coach.” (Jane Oidekivi, 10.05.2018). The club has the experience of including their coaches from inside the club and therefore they tend to follow the path. Here the inclusion of other competent source outside the country could be helpful and help the SC to be more as an Open System.

With volunteers, the club seems to have rather negative previous experience : “The volunteering component, but no...that was about five years ago, it was such a new topic for Estonia and it requires so much self-discipline from people – they have to do it aside from their day job. We don't have such full-time volunteers. People have to make ends

meet, as they work some other job. And so how do you manage that.“ (Jane Oidekivi, 10.05.2018). The club could benefit from its own members, engaging them to find the club reliable and independent. With the help of the club members, the club could include more volunteers and improve the SC-s quality.

When we talk about technology, then the club uses mostly Facebook for communication. They share their training plans accordingly: “All the communication takes place via mailing lists and groups. The training plans depend on what types of technology the coach uses. The general schedules are emailed or posted to Google Drive, and they share the link with their groups. The individual plans depend on the coach; they depend on who uses what program. That’s something the coach and athlete decide together. It depends on their resources what they have for each other and how they fit. We have a website, too, and it needs development. But today nothing happens in our work unless someone does it. The resources tend to be spent on the practices side. We are aware that it should be tackled but it’s not a top priority, either. “ (Jane Oidekivi, 10.05.2018). The club acknowledges that their priority is not to be technological service provider, which is the reason of why they are not focusing on the technological advancement. Here, the experience with other clubs could be valuable and could give the club a new technological approach.

To conclude, the infrastructure has an impact on the external environment of the club and is probably going to influence the growth of the club in the future. The club needs to find new resources to use for training in different facilities. The club has some room for improvement for engaging more volunteers in the club activity. The help from club members could bring in knowledge to engage more volunteers successfully in the organisation’s activities and this is the place to use the advantages of DC theory. The club uses modern social media channels, although admits that the web page needs some improvement. Also, the club gains from sharing the experience with other clubs in order to improve the club’s activities technologically. The open innovation in the club is lacking.

Case 6. UK - Leighton Buzzard Triathlon Club

The Leighton Buzzard Triathlon Club (hereafter LBTC) was founded in 2012 and is now a voluntary sports club. Its primary goal is to provide the triathlon with the minimum fee for the community. The club has the core set of people, who are doing volunteer job in facilitating the club. Overall, the club has 120 members and about 20 volunteers included with the coaches. The club has its own code of conduct for its members. The club is more member serving and it is oriented to providing triathlon training sessions for the amateurs (Jon Cowell, 13.04.2018).

Once again, the club is bringing up as one challenge coming from the external environment, the condition of the swimming pools. “That is the facility. We do not have many swimming pools in Britain. And so we are always struggling for a quality swim time and lane time.” (Jon Cowell, 13.04.2018). This is something that the club has to consider and has to think of how to turn the disadvantage to an advantage for the club.

Another external influence is related with the developments in the field of triathlon. The popularity of Ironman is making the club to be more adaptive to the changed situation. “The other thing that is happening that the culture of triathlon has changed in itself. In the 60s or 70s, there was a running boom, particularly in America and in Europe. People started to run and then everybody wanted to run a marathon. So running the marathon became a pinnacle of running allegedly, that is what people say. And now we see the same thing in triathlon. It is not just that people want to do a triathlon, they want to do an Ironman. And an Ironman is quite a demanding activity as well as a marathon. /.../ the downside is that I can see the end. I can see, what is going to happen in 5 of 10 years, when the same flux of people have done their own Ironman. So, the real change for the club is to keep the club throughout this trend and to see what is left to them and still be in the same place as they are today. /.../But it somehow needs to do it without losing the toss of the club. “(Jon Cowell, 13.04.2018). Here we can see that the concept of the club is to be an open system and coming along with changes, the club could take the advantage of the “market situation”.

In terms of human resource management, the main challenge is to keep the coaches, who are volunteering, motivated and provide conditions for the development of coaches. It is possible that the turnover of coaches will increase because after three or five years of

working two or three or four nights a week as opposed being with your family can get quite demanding and I think we start to see more coaches doing it a couple of years and then moving on. That means we have to train and qualify more coaches, which is expensive. And we provide them with the experience what we would like them to do in the future. So that is happening now. There is a lot of pressure on the club to keep the coaches happy“ (Jon Cowell, 13.04.2018).

Another issue is to think about what will happen, when the substantial amount of coaches' leave and the club has to have a backup plan in order to keep the club running. “So I think either the coaches that we've got are tired of coaching and not just one leaves but four leave. And then all of the sudden you've got a big hole in the coaching team and you have to do something to fix it. I don't think that is imminent, but it might be in the year or two/.../ to have a contingency plan in place, because that is likely to happen. That is only not because the people that are doing this are doing it for free, but they see other club coaches getting paid.” (Jon Cowell, 13.04.2018).

So here we can see two challenges to meet. First of all, how to maintain the coaches and secondly, how to raise the significance of the LBTC, so that the coaches would like to continue giving lessons in this club. It is essential for the club to acknowledge its strengths and use it to target the challenges mentioned before. Only this way the club could gain success and increase their members' base.

Regarding the usage of freelancers, it has been seen that the club is occasionally including them into their activities. “Not much. All the regular work in the club is done by volunteers. Occasionally we will bring people in and they will get paid for doing something. So it might be a guest speaker on a nutrition and they get paid or sport psychology.” (Jon Cowell, 13.04.2018). So hereby, it is seen that the club is not very much taking advantage of this trend.

In the area of volunteers, the people that are in the club are mostly long-term volunteers. The club engages short-term volunteers mostly regarding organising triathlon races “The committee consists of long-term volunteers. They are in the committee at least a year, but most of them are doing many years, several years. The longest is the club secretary, who has been since the start, which is eight years. The coaches are long-term. Because it pays to get the coaching qualification, they are doing it for several years. And they tend

to coach for three, five or seven years. Other volunteers tend to come and go.” Here we can see that the club can take advantage of the short-term voluntarism trend, when they would consider engaging short-term volunteers into their organisation’s process as well.

Another issue, which is affecting the LBTC is the new general data protection rules. However, the club does not seem to be worried about the challenge. “These new data protection rules are coming in May, which I need to be compliant; the club has to be compliant. I mean they are not drastic rules. It’s just sensible, I don’t know why everybody is having a problem with that apart from the fact that you need to look after your data.” (Jon Cowell, 13.04.2018).

In the area of technology, the club is really advanced and uses different technological gadgets and apps to ease the process of training and developing the club further. “We use turbo trainers, medical equipment such as heart rate monitors and lactate testing kit. And lots of new little gadgets, power meters./.../Also, we have a portable lactate testers to see how hard an athlete is working. You can now compare with the time before, just take the device with you and test the athlete right on the race track. It is not cheap and actually learning how to read the data is not cheap. You have to take the right courses, but we use that equipment all the time. And that is valuable. As a result, our athletes are getting better and better.” (Jon Cowell, 13.04.2018). In the area of usage of the technology, the club could be a role model for other clubs to share their knowledge about the usage of technology in the sports clubs.

To conclude this case study, we see the influence from the external environment related with the facilities and the Ironman culture. From the latter we see that the club is open to the external trends and is coping with them and is trying to take advantage of it at the same time. What concerns the human resource management, then the challenge to recognise and motivate the coaches is facing the club and the LBTC has to focus on competing with other clubs for the coaches’ positions. Here we can see that the club needs to emphasize its strengths to overcome the potential threat. The implication of the DC theory could be useful. In the usage of technology, the club is innovative and considers the outside influence from the technological field to gain more competence in the area of triathlon. Here the club can share their knowledge with other clubs and take advantage of the open innovation.

Conclusion of the case study analysis

In this chapter the conclusion of the case study results is provided. Since the research material was capacious, below the summary table of each of the findings of the case studies are presented.

Table 3. Conclusion of the case study results.

	Environmental influence	Human Resource management	Usage of Technology
<u>Case 1. Tammeka SK</u>	Has its own infrastructure. However, the lack of facilities. Engages people from different fields. Organisation is seen as an open system.	Both full-time workers and volunteers. Has used its internal assets to improve their club quality. Lack of board member with a sports management background.	Innovative – Sportlyzer, Quanter, various social media channels. Examples of Open Innovation
<u>Case 2. EM Academy FC</u>	Lack of infrastructure and facilities. Club has potential to become more similar to open organisation as it is engaging sponsors, community and other organisations.	Difficulties in finding voluntary coaches. And in that essence the club admits that influence from labour market is playing an essential role here.	The club uses different social media channels and is using the apps for team management. Experience from other clubs is helpful for investing in new technologies.

<u>Case 3. SK100</u>	<p>SC sees that the competition for people's leisure time is challenging the SC to be more active. Room to improve the organisation to be more open towards new members.</p>	<p>SK100 has included both long-term and short-term volunteers and freelancers.</p> <p>The club has the experience in the field and it makes them successful in using the competences they have to improve their service quality (enlarge the number of volunteers).</p>	<p>SC is innovative and using the new technological tools and various social media channels (trello, facebook, google drive). But with the widespread use of technology a problem is encountered in relation with turning down the not suitable technology. Here the open innovation could be useful to learn from other sports clubs of how to use technology smarter.</p>
<u>Case 4. TVOC</u>	<p>SC with long traditions, challenge to attract volunteers and members to the club (different population segments). Potential for developing club to an open system.</p>	<p>Engages freelances, in the future possible development to engage project-based workers. Challenges to attract volunteers. Could benefit from the usage of their internal resources (club members support) to enhance the quantity of volunteers.</p>	<p>Uses modern social media channels, modern mapping tools. However has room for improvement (seeking examples from other clubs/open innovation).</p>

<u>Case 5. 21.CC</u>	Infrastructure and facilities are external influencers. The usage of new alternative resources could help the club to grow.	Room for improvement for engaging more volunteers into the club's activity. The help from club members could bring in the knowledge to engage more volunteers successfully in the organisation's activities.	The club uses modern social media channels, although admits that the web page needs some improvement. Also, the club gain from sharing the experience with other clubs in order to improve the club's activities technologically.
<u>Case 6. Leighton Buzzard Triathlon Club</u>	Influence from the external environment related with the facilities and the Ironman culture. From the latter we see being open to the external trends, is coping with it and is trying to take advantage of it at the same time.	Challenge to recognise and motivate the coaches LBTC has to focus on competing with other clubs for the coaches' positions. Need to emphasize its strengths to overcome the potential threat.	SC is innovative and considers the external influence from the technological field to gain more competence in the area of triathlon. Here the club can share their knowledge with other clubs.

Source: compiled by the author.

When it comes to the external influence, then the majority of the SC is seeing that the lack of facilities and the quality of facilities is an influence for them to cope with in their everyday lives. SK100, TVOC and LBTC brought out that the competition for people's leisure time has had an impact on their club. This means the external environment is affecting those clubs more. In terms of human resource management, the sports clubs so far tend to have issues related to volunteers and the question of how to attract volunteers. The clubs tend to focus more on the long-term volunteers and in that essence, they have

room for improvement in seeking the right activities for the volunteers who are willing to commit only certain period. From the results of the case studies, we can see that the clubs tend to divide into two different sides in the usage of technology. Some clubs, like Tammeka FC, SK100 and LBTC are more distinguishing by being more innovative than other clubs participated in the research.

4.5 Synthesis of the results

Previously the analysis of the expert interviews and the case studies were presented. In this section, the results according to the research questions proposed are presented in taking consideration the answers from experts and sports clubs. Finally, the comprehensive model for sports clubs to tackle with the labour market trends is proposed.

1. How NPOs have so far coping with the changing nature of work and employment in the field of sport in Estonia and the UK?

When it comes to taking into consideration the challenges that the external environment offers, the main challenges that the experts brought out were the difficult financial situation of the field and not being open to changes in population indicators or the overall society e.g. inclusion of minorities. The sports clubs saw that they encounter the same problems as experts brought out. Most popular among them were the issue of lack of proper facilities to improve the club's performance. The clubs sensed the need to cope with the external trends as it is the competition of people's leisure time or emergence of new training disciplines such as the Ironman in triathlon. We see that so far the clubs are aware of the challenges they externally face, but so far the challenges will remain what to have to be tackled in the future. Here, the inclusion open system theory would be useful.

The experts brought out that the sports clubs have so far problems with leading and finding the right people to manage the club. The recent trend of short-term volunteers is affecting the sports clubs and the clubs need to find the skill for the volunteer management. Another relevant component that the experts brought out was the need for the volunteers to have not only a sense of duty, when they volunteer, but the volunteers have in addition to that the passion for the sports field. The sports clubs told that at the moment they are having difficulties to attract and motivate volunteers. The sports clubs see that they need more long term, committed volunteers to engage them into the sports

clubs' activities. Here, for the sports clubs beneficial would be to take the internal assets and use those in order to improve the quality of human resource management.

Lastly, the experts brought out that the awareness of the technology is essential for sports clubs functioning. The technological scope is more and more affecting the sports clubs and it is necessary to keep up to date with the technological trends for the sports clubs' managers. Because the club can gain from it and improve its performance. The experts also mentioned the importance of renewing information and the need for securing data in the light of the implementation of the General Data Protection Rules. The sports clubs are so far overall innovative in terms of the usage of the technology, but half of the sports clubs participated in the research have room for improvement in this field. In this field, the usage of open innovation theory would be useful, where to take into usage of the good experiences that club have with using innovative tools in their work.

2. How can sport club managers in Estonia and the UK better use modern trends of work and employment to improve their club performance, both in quality and in quantity?

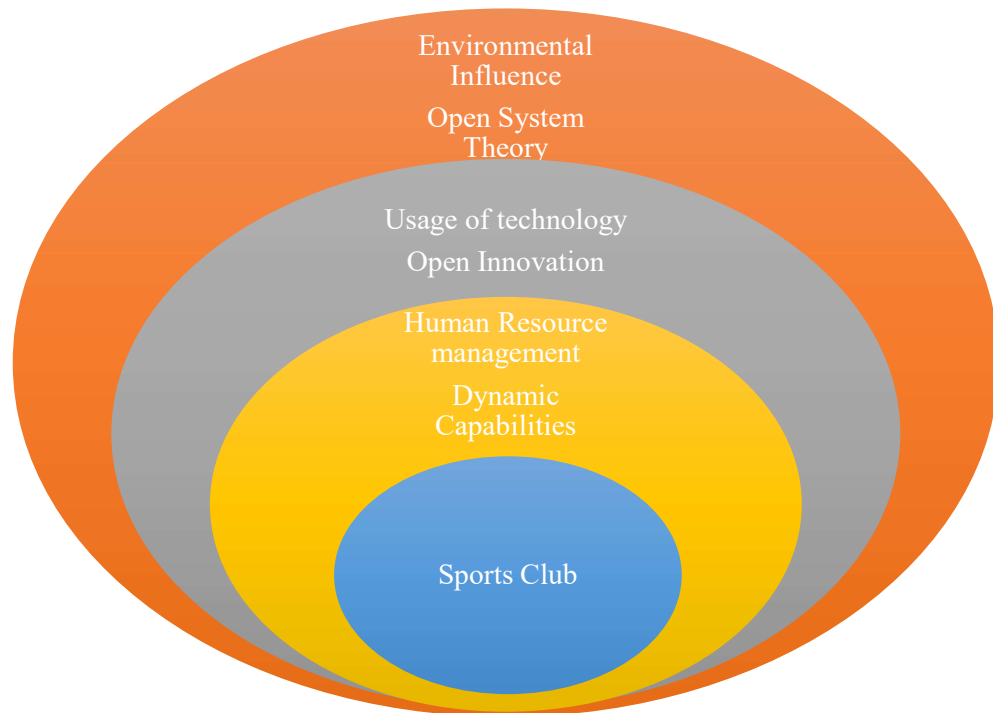
Previously the main external influence that was mentioned for the sports clubs were the challenge related with the facilities. To improve the club's performance, it is needed for the club to cooperate within various forms to reduce the risk on depending on one resource too much. When it comes to taking into account of the changes in the social sphere, the clubs need to be more open and have an ability to adapt quickly to the changes and thereby reduce the risk of becoming more dependent on one instance.

In the area of human resource management, the sports clubs need to acknowledge the situation in the field of volunteer management, where there are more short-term volunteers available. The sports clubs need to improve their abilities to include in the activities short-term volunteers. The process of recognition of volunteers is needed to be thought through by sports club committees. The inclusion of the person with the competence of sport management could help a sports club to become more professional.

When it comes to technology, then there is the key point to see the wider market to narrow it down, the other sports clubs. The SC can take advantage of the clubs ahead in innovation and implement their success stories to the improvement of club's performance.

To conclude, the Model for Sports Clubs management is presented. These illustrations show of what are different internal and external influences and areas of competence sports clubs need to consider to better utilise modern employment trends.

Graph 4. Sports club management dimensions.



Source: compiled by the author.

From the graph we can see that the sports clubs are in the middle of the chart. The influences are followed by the presumable distance from the sports club. Internally, the sports club is affected by their capability of human resource management. In the light of this research, the recruitment of volunteers, managing coaches and the management goes into this sphere. Here the inclusion of the theory of DC is necessary, to see of how to turn the external assets into the strengths to improve the engagement of employees and volunteers. For example, as we can see at the case 2, to prepare the club members to be voluntary coaches in a few years. Outside of the sports club, the capability of using modern technology is affecting the SC-s success. There it could be helpful to apply the theory of open innovation, where sports clubs can take the positive examples of the usage of technology from different clubs or organisations to be more innovative. In the light of this research, we saw that in Case 1, Tammeka Sports club who was took an example

from the outside organisations to raise money for the new football stadium. The orange circle outside represents the influences from the environment, and sport clubs' capability to take advantage of these and/or to manage related risks, that are situated in sports clubs compared to others the furthest. Here it would be helpful for the sports club to use the open innovation theory, where the organisation needs to be adaptive, open to external competences and people, to truly succeed in an ever-changing external environment. In this research, we saw some implication happening in Case 1, Tammeka Sports Club and Case 6, LBTC, where they are reaching to expand their resource financing sources.

4.6 Discussion of the results

In the next following sections, the discussion of the results through the literature review and country comparison is given. After that, the limitations of the study and a need for a further research is brought out.

In the light of this research, three theories related to the NPOs management were elaborated to offer help in analysis of the sports club cases and expert interviews. The theories were put together with the NPO management dimensions and the following results were distinguished.

The open system theory was the most suitable tool for analysing the influence from external environment. The openness of the organisation to external people, ideas and technologies was one of the views to offer sports clubs solutions to be more open to outside factors and stakeholders. By doing that the sports clubs reduce the risk of putting all eggs in one basket, missing something out, ect. In addition, in financial terms, if something happens with one of the resources, the sports club can take advantage of the other one. We can see from the results of this research that the sports clubs are rather more open to cooperate with other sport clubs and counterparts, but they could do better job in using the ties with others to reduce the risk of depending on only one funding channel.

Secondly, this research used the DC theory to explain more the process of SC in taking the existing assets and turning those into their strengths. The results are showing that in the human resource management there is a dimension, which in its essence is the internal asset to turn into the external strength. So far, it has been seen that the sports clubs are

taking advantage of this trend, e.g at the EM Academy FC the management plans to use its own club members to educate new coaches. However, it has been seen that the sports clubs are doing a rather good job in this aspect, there is still room for improvement and finding out the internal assets to turn into the external success.

Thirdly, the theory of open innovation was used. This theory is telling that in order to achieve success, the organisation can turn positive initiatives from other organisations into their strength. With the usage of technology, the sports clubs are both innovative and clubs with room for improvement. But we see the implication of this theory for example in Tammeka SK, where they successfully ran a campaign to raise money for construction of the new stadium. Apart from this example, the sports clubs have some room further to elaborate this theory. If they will do it successfully, they could improve their service provision quality and gain from the usage of technology.

The influence from the EU has been seen most in the light of new general data protection rules, when the experts indicated that the issue of how to successfully implement it is making for the clubs excess trouble for being compliant to the rules. The results are indicating that UK counterparts take this issue more seriously than Estonian sports clubs. The overall influence of the EU's demographic changes is seen as sports clubs, who will have to face the aging population tendency and take this into consideration to engage more members in the future. So, the EU influence is rather seen at the UK clubs, but Estonian clubs are concerned by the overall EU's demographic changes as well.

The social enterprises are one of the possibilities to earn money and act for the greater good at the same time. The sports clubs of this research are not in that sense social enterprises, although Tammeka sports club is more advanced from other sports clubs in that area. They have managed to find different income earning ways to scale up their activities and become more like social enterprises. As for the other clubs, they have room and prerequisites for developing themselves into the social enterprises, because they are all contributing to the community development around their club. Experts from UK emphasised the importance of sport clubs becoming more social: "People like to participate in the challenges and they like these to be more informal, social," said Expert Neil Emberton (05.04.2018). So far, it is seen that the sports clubs aren't ready for it and are not using this trend so far that well.

One of the objectives of this research was to compare the research results in EE and UK clubs to find the similarities and differences. Both sports clubs from UK and Estonia told that one of the external challenge they face and which is affecting them are the facilitations and the shortage of qualitative sports infrastructure. In addition to the facilities, the UK counterparts saw the influence from the social sphere and trends as well. E.g the rise of the Ironman culture and the sports club's need to adapt to this trend. Another thing that both countries brought out was the need for volunteers and volunteer coaches to be passionate about their job and not just for the qualification. UK clubs pointed out that the need for establishing a flexible participation in sports clubs is needed. This could bring in more members who are participating in accordance with the time and resources they have. The Estonian expert also brought out that the qualification of the coaches is in that matter important and it is needed for the coaches to maintain their quality standard. Estonian clubs are more innovative than their UK counterparts in terms of usage of technology, but the UK colleagues are not being far behind from it. When it comes to the usage of technology and modern ICT-tools, then the sports clubs are being in that sense very aware of this trend as well as experts. It seems that sports clubs from Estonia are more aware of it than their UK colleagues. The Estonian sports clubs are using modern software to manage their club and coordinate the members, as we can see from the case of SK Tammeka, which is using Sportlyzer and SK100, which is using google applications (Google docs, google forms) and Trello. Their UK counterparts are open for the usage of technology mainly through the greater use of social media channels.

In both Estonia and UK, the question of maintaining and engaging volunteers, especially short- term volunteers remained an issue. In that sense, the countries did not distinguish from each other.

To conclude, there are some differences in the different areas of the clubs, where Estonian counterparts are more advanced than their UK colleagues and vice versa, but no general distinction between the Estonian and UK clubs is not seen. When looked at the country perspective, the taking advance of the employment trends could depend on financing of the sport sector or wheter the country has longer NPO and volunteer management traditions and the amount of inclusion volunteers. At the organisational perspective, the club's management ability to adapt with the new situations and the age of the club could play a role in using the modern labour market trends.

Limitations of the study

Since this research is in that field is exploratory and innovative, and it is making contributions to the field of non-profit management, the further elaboration of the theoretical frameworks used in this research and the new theoretical framework for evaluating the employment trend impact on the sports NPOs is needed. This means that the creation of new theoretical approach is helping to further investigate this topic.

The case study method used in this research to better understand the sports NPOs might not be the most suitable one due to the limitations of the method. Further research needs to be done to evaluate the most appropriate methods to use in finding out the answers to the research questions. The exploratory nature of the study and the case study method used have all their limitations. Therefore, the full responsibility of the research outcome together with possible shortcomings belongs solely to the author.

From the results of this research the modern sports club management model was elaborated. Future research is required to see if this model works for other clubs as well. Another aspect that this research will bring is that the sports managers can find new ways to improve their performance through emphasising the importance of modern trends of employment in their activities. The policy makers and sports bodies in Estonia and UK can also benefit from this research and emphasize the role of modern employment and technology trends in the sports clubs in their future courses for sports clubs and the future agendas regarding the sports field.

In this field further research is required:

- To explore the findings on larger number of sports clubs to confirm the results;
- To see whether the DC theory and two other theories were helpful enough to research this topic.

In conclusion, further research for confirming the results of this research would be valuable, as well as additional observations of the theories used in the research would improve the overall theoretical framework and open up related specific nuances.

SUMMARY

The aim of the current research was to look how the modern trends of employment and work affect the NPOs management in the field of sports in the UK and Estonia. The research firstly introduced the theories of Dynamic Capabilities, Open Systems and Open Innovation. After that, using explorative case study method and expert interviews with Estonian and UK experts, the research brought out the main answers to the following research questions proposed:

(1) How NPOs have so far coping with the changing nature of work and employment in the field of sport in Estonia and the UK?

(2) How can sport club managers in Estonia and the UK better use modern trends of work and employment to improve their club performance, both in quality and in quantity?

The research showed that the sports clubs in the UK and Estonia have so far been more familiar with the trends related employment and volunteering, including the use of freelancers in their club, as well as the usage of technological tools (indeed, the latter can be more applied to the Estonian clubs than in the UK). But there is room for improvement in most of the categories, especially in becoming more social. The importance of the sports clubs being more social was emphasized strongly by the experts from the UK. Another external influence that the sports clubs pointed out was the availability of resources. For coping with these influencing factors, there is a need for sports clubs to become more open to the cooperation with other counterparts to find additional resource funding such as sponsors, governing bodies and other clubs. In addition, developing new business models to secure multiple revenue streams for the club would be helpful. From this light, NPO-type of sport clubs can become more as social enterprises, utilizing principles and mindset from the business sector in finding new income sources, developing new and mutually benefitting external cooperation methods, while providing their core social services.

Another thing that the research indicated was that both clubs from Estonia and UK have difficulties in managing volunteers and engaging both short term and long term volunteers. At the moment sports clubs don't use their full potential of short-term volunteer engagement and therefore it is essential for them to pay attention to the usage

of internal assets to improve the volunteer engagement processes. This could be for example using the help of club members to recruit members or acquaintances for helping out to be engaged in event organising or coaching for a short-term time period. Also, using the help of external organisation specializing on volunteers recruitment and management (like the World Sport Volunteers Movement SCULT.com), and the tools provided by them, would be helpful.

Regarding the usage of technology, we see that overall sports clubs are familiar with the technological trends influencing them and the variety of options. But some clubs, particularly Estonian clubs are more advanced in the usage of technology than others. The clubs are familiar with the main social media channels to spread their message and they use it in communication with members and with the publicity as well. In the usage of modern technology apart from social media, the applications for sports club management are used in the clubs as well. In that sense, the examples can be found from both UK and Estonian counterparts. The clubs have in this matter a possibility to learn from other clubs and follow their positive examples. The theory of open innovation can be applied here.

Overall the research showed that differences in the results of Estonia and UK were not very substantial. There were some differences in certain segments, but this research could not certainly tell that the UK sport clubs are more advanced than Estonian clubs.

This research is unique and exploratory, because it unites the modern trends of employment and working together with the NPO management, and this is due to the lack of previous empirical research to study this growingly important topic. The research is contributing to the literature and theoretical frameworks of sports NPO management in terms of engaging new forms of employment. In addition, the research offers a model for sports clubs management showing how and what external trends are affecting them – e.g. modern technologies as well as new ways of work and employment – and which internal competences need to be improved to fully utilize these trends, but also to manage related risks. The aim of this research is not only to contribute to the existing literature, but to give sports clubs recommendations to extend their activities. In the future, the research could be beneficial to the sports clubs participating in the research and to the sport sector in general as well.

Finally, the case study method used in this research to better understand the sports NPOs in Estonia and the UK has its limitations which are discussed in the chapters of the thesis. Also, further research would be needed to improve the research method and to better answer to the research questions set up in this dissertation. The author would also suggest of redoing or upgrading the research with using other research methods and/or including into the research more cases. Also, further analysing whether the theories used to elaborate the topic and answer to the research questions are applicable, would be useful and add value and to better understand this growingly important research field.

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APPENDIX 1. INTERVIEW QUESTIONNAIRE FOR THE EXPERTS

General background questions:

- How many years have you been active in the sport and sports management field?
- What is your speciality in the field of sports management?
- Which countries does your experience cover (main and secondary)?

Taking into account the external environment

- In your opinion, what are the main difficulties that the sports NGOs are facing in today's world?
- What are the main external trends potentially influencing (positively and/or negatively) sport clubs' management?
- What are the main threats that the sports NGOs would face, if they don't consider and utilize changes in the external environment of their organisation's management?
- Teambuilding and management
- Do the trends mostly influence the recruitment and management of sports clubs' personnel? Why?
- Do you think that the trend that the labour market consists of more and more freelancers (i.e. part-time workers with some free time to potentially share/spend with the sport club) affect sports organisations – their teambuilding, management practices and performance? Why and how? Examples?
- What kind of challenges the changing nature of volunteering (short-termism, millennials, etc.) poses on the recruitment and management process of volunteers to sports organisations and their events?
- Which competences are needed from the sport club managers and stakeholders to better utilize modern labour-market trends?

- Globally, ca 20% of sports activities are performed within the framework of classical sport clubs, meaning that ca 80% is done elsewhere and in alternative/different forms.
- -Whether the labour-market trends, overall changes in society, arise of new technologies and social networks, etc., would lead to the rethinking of the classical sport club model? -Do the current sport-clubs have enough capabilities to change, or we see the next wave of modern/alternative sport clubs emerging (e.g. finds-based sport networks, lifestyle clubs, value-based networks, etc.)? -Is the classical sport-club model overall sustainable?

Usage of technology

- What are the main challenges for sport organisations when using the new technology in their activities?
- Do you know any positive examples, where sports organisations took advantage of the modern technologies for developing their organisation? If yes, please describe (+ name/link).
- Do you think that sports organisations in Estonia/UK have developed enough to use modern technologies?
- What kind of obstacles might sports organisations encounter in using new technological tools?
- How do you think the development of technology is helping the sports organisations? Is there any room for improvements?
- What is the reason of why sports organisations are not taking advantage of the evolvement of technologies?
- Do you think that sports organisations are ready to provide modern ICT-based mobile work to their employers/volunteers?
- Please name some sports organisations that could benefit from taking into usage modern technologies?

APPENDIX 2. SURVEY FOR THE EXPERTS

Please answer to what extent do you agree/disagree with the following sentences:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	1	2	3	4	5
Sport NGOs should consider trends and changes in the external environment when overcoming internal challenges					
Sports organisations are affected by the changes in the labour market (nature of work, models of employment, etc.)					
These trends affect positively sport club management and performance					
These trends affect negatively sport club management and performance					
These trends affect permanent staff recruitment and management					
These trends affect volunteer recruitment and management					
Sports organisations are affected by spread of modern technologies (ICT), tools and social networks, etc.					
Modern technologies pose positive opportunities to sport clubs'					

existence, management and performance					
Modern technologies pose negative challenges to sport clubs' existence, management and performance					
Sport club managers' skills and experiences are sufficient to utilize the potential of changing nature of work and employment, and the emergence of new technologies, tools and networks					
Strategic management skills and experiences are sufficient					
Peoples' management skills and experiences are sufficient					
Technology management skills and experiences are sufficient					

APPENDIX 3. INTERVIEW QUESTIONNAIRE FOR THE SPORTS CLUBS

General background questions:

- Name of the organisation
- Founding year of the organisation
- What is the structure of your organisation?
- How many years have you been the leader of this organisation? What is your educational background?
- What is the goal of your organisation?
- Does your organisation have a vision/mission describing the future vision of the org.
- How many paid full-time employees are working in your organisation?
- How many paid part-time employees are working in your organisation?
- In what ways does your organisation differ from other sports organisations?
- Please describe your organisation in the next 10 years' perspective.

Current external trends influencing sports clubs

- Could you name some external trends influencing sport club management (opportunities and challenges)?
- How is your sports club taking advantage of these trends and management related risks in order to improve your organisation's management?
- How do you plan to overcome these external challenges that you have encountered?
- What skills do the sports clubs lack to cope with labour market trends?

- Are the external challenges applicable only to your organisation or are those issues relevant to the other organisations too? Is something seen at the national perspective?

Future external trends influencing sports clubs

- What kind of challenges do you see that the future labour market will bring in the next ten years to your organisation?
- Are you planning any changes in recruitment and management practices considering the change of the external environment? How?
- Do you feel that the field of sport and national policies are rapidly changing?
- What can you do better in the future to consider the possible change of external environment into your organisation's plans?

Current internal challenges that sports clubs are facing

- Could you name some internal trends influencing sport club management (opportunities and challenges)?
- How do you overcome some of the internal challenges that you have encountered?
- How is your sports club taking advantage of these trends and management related risks in order to improve your organisation's management?
- What skills do the sports clubs lack to cope with labour market trends?
- Are the internal challenges applicable only to your organisation or are those issues relevant to other organisations too?

Current human resource management at the sports clubs

- Have the practices about how you recruit and employ people changed lately? To which direction?
- What are the difficulties you face in terms of recruitment and team management? Do you have any plans to overcome these?
- Which personal qualities do you expect from your team members?

- With what kind of prior work experience do people fit the best to your organization?

Future human resource management at the sports clubs

- Are you willing to consider other/alternative creative ways of engaging people – paid, partly paid or volunteers – to your organisation?
- Are you planning any people and/or skills related cooperation with other organisations in the future?

Current permanent staff at the sports clubs

- How many permanent workers does your organisation have?
- What are the challenges managing permanent staff members?
- What motivates people who are working for you?
- For how long people work for your organisation?

Future permanent staff at the sports clubs

- Do you see that in the future the number of permanent employees could increase? What could be the challenges finding them?
- What channels do you use when searching them?

Current engagement of freelancers at the sports clubs

- Is your organisation including freelancers to your organisation's activities? If yes, what roles do they have?
- Do you feel that your organisation has gained from the trend of emerging freelance workers?
- What are the challenges when it comes to including freelancers to your organisation?
- What are the reasons, why your organisations do not include freelancers in its activities?

Future engagement of freelancers at the sports clubs

- Do you feel that the trend of emergence of freelancers will affect your organisation too? How?
- How can you use the trend of increasing employment of freelancers for your organisation's improvement?

Engagement of the volunteers at the moment

- Do you use volunteers? For what jobs? Do you pay them?
- Who is dealing with volunteers in your organisation?
- Are these volunteers the same all through the time of rotation?
- Do you feel that within the last 10 years or less, there has been a change in the process of recruiting volunteers?
- Has the profile of volunteers you use changed lately? To which direction?
- Do you feel that the modern labour market trends such as emergence of short term volunteers have affected your organisation's volunteer recruitment process? Please explain how.
- What kind of volunteers is your organisation looking for?

Future volunteer engagement in the sports clubs

- Would you plan to increase the amount of volunteers in the future?
- In your opinion, what can your organisation do better to attract more volunteers in the future?
- How many resources are you willing to invest to maintain the volunteers?
- What kind of channels do you use for recruiting volunteers?
- Would you consider using other organisations' help in volunteer recruitment and management?

- Do you think that the technological development is helping your organisation to engage volunteers in the future?
- What kind of organisational assets do you use in order to attract more different volunteers in today's world of short term volunteers and freelance jobs?
- What kind of activities can you fully trust on volunteers?

Usage of technology at the moment

- What technological tools do you use when running the organisation? Why those?
- What technology have you considered to use?
- In your organisation, what kind of jobs do you have, where the usage of technology is needed?
- In what ways the people involved in your organisations take advantage of using modern trends of technology?
- What kind of technology do you use in your organisation in order to help your organisation to be more productive?
- Are you allowing your workers to work from distance?
- What kind of jobs in your organisation do you have, where the usage of technology could be helpful?
- In organising events do you use modern technologies in order to make your job easier?
- Do you use social media for communicating your activities? If yes, how often do you use it? What platforms do you use?
- Do your workers have their own working devices (laptop, tablet, mobile phone) or is it provided by your organisations?

Usage of technology in the future

- Are you planning to improve your organisation in the future with using recent technologies, in quality (services, management etc.) and/or in quantity (size, growth)?
- Are you planning to introduce new communication channels and/or methods to your organisation?
- What kind of challenges do you see that your organisation will have in the next ten years regarding the usage of technology?
- Do you see that the progress of technology might be an obstacle for your organisation development in the future?

APPENDIX 4. LIST OF INTERVIEWS WITH THE EXPERTS AND REPRESENTATIVES OF THE SPORTS CLUBS

Experts

Neil Emberton (05.04.2018) - Sport Wales Senior Officer. Sport Wales

Reeda Tuula (21.03.2018) - Recreational management lecturer, University of Tallinn

Simon Toole (09.04.2018) - Coaching Consultant at Sport Northern Ireland

Tarvi Pürn (16.03.2018)- Undersecretary for Sport, Ministry of Culture of Estonia

Tõnis Saag (19.03.2018)- CEO and founder of Sportlyzer

Sports clubs representatives

Hastings Kamanga (15.05.2018) - Member of the committee, coach, EM Academy

Jane Oidekivi (10.05.2018) – Board Member, 21.CC

John Dalton (03.04.2018) - Secretary, Thames Valley Orienteering Club

Jon Cowell (13.04.2018) - Youth Squad Coach, Founder member, Leighton Buzzard Triathlon Club.

Indrek Koser (21.03.2018) – Board Member, SK Tammeka

Timmo Tammemäe (22.03.2018) – Board Member, SK 100

KOKKUVÕTE (SUMMARY IN ESTONIAN)

Tööturu trendide mõju spordiklubidele Eestis ja Ühendkuningriigis

Liisa Tolli

Käesoleva töö eesmärk on uurida, kuidas spordivabatahtlikega tegelevad spordiorganisatsioonid Eestis ja Ühendkuningriigis on kohanenud tööturul toimuvate muutustega ja millist kasu nad saaksid nendest lõigata, et oma organisatsiooni arendada.

Sellest lähtuvalt soovin leida vastuseid kahele uurimisküsimusele:

- Kuidas spordiklubid Eestis ja Inglismaal tulevad toime tööturu trendide muutustega?
- Mida nad saavad teha, et oma organisatsiooni võimekust arendada?

Andmete kogumiseks kasutati ekspertintervjuusid Eesti ja Ühendkuningriigi ekspertidega ning juhtumiuuringuid kolme Eesti ja kolme Ühendkuningriigi spordiklubidega.

Uurimise tulemused näitasid, et Eesti ja Ühendkuningriigi spordiklubid on rohkem seotud trendidega, mis puudutavad töötajate värbamist ja vabatahtlikku tööd, kaasaarvatud vabakutseliste kasutamist klubis ning tehnoloogiliste vahendite kasutamist. Ilminguid tehnoloogiliste vahendite kasutamisest võib näha rohkem Eesti puhul kui Ühendkuningriigis. Kuid spordiklubidel on arenguruumi, muutudes veelgi sotsiaalsemaks. Klubide vajadust muutuda sotsiaalsemaks rõhutasid ka uuringus osalenud Ühendkuningriigi eksperdid. Veel üks väline mõju spordiklubidele, mis toodi välja on ressursside kättesaadavus. Selleks, et selle mõjuga toime tulla on spordiklubidel vajalik muutuda avatumaks koostööle väliste partneritega, et leida lisarahastust eri kanalitest, näiteks sponsorid või teised klubid. Lisaks tuleb klubile kasuks ka ärilse mudeli arendamine, et kasvatada eri sissetuleku allikaid. Sellest tulenevalt on mittetulundusühingu tüüpi spordiklubidel võimalik sotsiaalsetele ettevõtetele sarnasemaks muutuda, võttes eeskuju ärisektorist.

Uurimuse tulemusel selgus, et Eesti ja Ühendkuningriigi spordiklubidel on raskusi vabatahtlike värbamisega ja nii lühiajaliste kui ka pikaajaliste vabatahtlike kaasamisega. Praegusel hetkel ei kasuta spordiklubid oma täit potentsiaali lühiajaliste vabatahtlike kaasamiseks ja seetõttu on oluline pöörata tähelepanu organisatsiooni sisestele väärtustele

ning sellele, kuidas neid väärtusi ära kasutada, et parandada vabatahtlike kaasamise protsessi. See võib toimida näiteks läbi klubiliikmete kaasamise vabatahtlike värbamiseks või ürituse korraldamisel abistamiseks lühikese perioodi jooksul. Lisaks, kasutada ka väliste organisatsioonide abi, nende seas näiteks spordivabatahtlike liikumine SCULT. Tehnoloogia kasutamise osas näeme, et spordiklubid on kursis neid mõjutavate peamiste tehnoloogiliste trendidega. Kuid Eesti klubid on eelkõige selles osas arenenumad kui Ühendkuningriigi spordiklubid. Kõik klubid kasutavad peamised sotsiaalmeedia kanaleid oma sõnumi levitamiseks ning liikmete ja avalikkusega suhtlemiseks. Moodsa tehnoloogia kasutamisel on lisaks sotsiaalmeedia kanalitele kasutusel ka spordiklubi juhtimise tarkvarad, nagu näiteks Sportlyzer või Trainingpeaks. Kuid klubidel on ruumi arenguks ja positiivsete kogemuste saamiseks teistelt klubidelt. Siinkohal on kasu avatud innovatsiooni teooria kasutamisest.

Tegemist on ainulaadse ja seletava uurimusega, sest omavahel on ühendatud moodsad tööturu trendid ja mittetulundusühingute juhtimine. Tegemist on uurimusvaldkonnaga, mis on Euroopa mõistes üha enam olulisem, kuid selles valdkonnas on siiani tehtud vähe uurimusi. Antud magistritöö panustab selle valdkonna kirjandusse ja teoreetilise materjali lisandumisse. Uurimus pakub välja lisaks ka mudeli spordiklubidele, näitamaks, kuidas ja millised välised trendid neid mõjutavad. Siinkohal näiteks moodsad tehnoloogiad või uued töötamise viisid ning milliseid sisemisi kompetentse on vajalik arendada, et paremini oma kvaliteeti parandada, et tegeleda klubi juhtimisega seotud riskidega. Käesoleva magistritöö eesmärk ei ole ainult panustada kirjanduse arengusse, vaid ka anda spordiklubidele soovitusi, kuidas oma tegevusi laiendada. Tulevikus on sellest uurimusest kasu nii spordiklubidele, kes uurimuses osalesid, kui ka üldiselt tervele spordisektorile.

Käesolevas magistritöös on kasutatud juhtumiuuringu meetodit, et paremini mõista MTÜ-de valdkonnas tegutsevate spordiklubisid Eestis ja Inglismaal. Kuid käesoleval tööil on oma piirangud, mida on täpsemalt arutatud töö juhtumiuuringu peatükis. Kuna tegemist on oma loomu poolest uudse uurimusega on vajalik viia läbi veelgi uusi uuringuid, et parandada uurimismeetodi kasutamist ning leida veelgi enam tõendeid töös esitatud uurimisküsimustele. Autor soovib siinkohal uurimuse uuesti läbiviimist kasutades teisi uurimismeetodeid ning võimalusel lisada juurde uuritavaid spordiklubisid. Lisaks vajavad eraldi analüüsimist ka töös kasutatud teooriad ning nende sobivus uurimisprobleemi lahendamiseks.

LIHTLITSENTS

Lihlitsents lõputöö reprodutseerimiseks ja lõputöö üldsusele kättesaadavaks tegemiseks

Mina, LiisaTolli (isikukood: 49405180239) annan Tartu Ülikoolile tasuta loa (lihtlitsentsi) enda loodud teose “The impact of the changing nature of work and employment on non-profit organisation management in the field of sport in Estonia and the United Kingdom.” mille juhendajad on Kristina Muhhina ja Ott Pärna,

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Tartus, 21.05.2018 (kuupäev)

_____ (allkiri)